

Screening/Scoping Pro Forma

Section	Human Resources	Officer responsible for the screening/scoping			
Name of Policy to be assessed	Recruitment Policy	Date of Assessment 10/09/2008		Is this a proposed new or existing policy/procedure/practice?	Existing Policy
<p>1. Briefly describe the aims, objectives and purpose of the policy/procedure/practice?</p>	<p>Effective recruitment and selection procedures are crucial to the success of the Council in selecting the right people to provide quality services to residents of the Borough. Good recruitment decisions are essential in the effective use of limited resources.</p>				
<p>2. Are there any associated or specific objectives of the policy/procedure/practice? Please explain.</p>	<p>The Recruitment Procedures are designed to enable the Council and its managers:</p> <ul style="list-style-type: none"> ◆ to ensure that all appointments are made on merit. ◆ to manage the recruitment and selection process within an equal opportunities framework. ◆ to ensure uniformity of approach across the Council. ◆ to present a positive image of the Council as an employer 				

<p>3. Who is intended to benefit from this policy and in what way?</p>	<p>Recruitment approaches that are professional, efficient and effective and that attract the best possible candidates and successful applicants in the context of the reward package that the Council is able to offer will benefit: -</p> <ul style="list-style-type: none"> ➤ The community that the Council serves; ➤ The corporate body that is the Council and the achievement of its aims and objective; ➤ Managers who are accountable and responsible for the delivery of services ➤ The HR team who can expect low turnover; ➤ Employees who are more likely to find themselves square pegs in square holes ➤ Applicants for jobs who, even if not successful, would have appreciated the recruitment exercise and be more likely to reapply
<p>4. What outcomes are wanted from this policy/procedures/practice?</p>	<p>A continuous supply of quality applicants for posts, both internal and external, to meet the Council's recruitment needs whenever they arise.</p> <p>A balance within the workforce that reasonably reflects the community served</p> <p>Repeat job applications from quality applicants who are not successful the first time around.</p> <p>Zero cases of successful candidates failing to succeed in their probation period</p> <p>Zero complaints about how the process is conducted</p>

<p>5. What factors/forces could contribute/detract from the outcomes?</p>	<ul style="list-style-type: none"> ➤ Unclear procedures ➤ Procedures that are not kept up to date ➤ Poorly prepared job specifications or ones that overstate or understate the job requirements ➤ Incorrect application of the process, notwithstanding the training and guidance in selection provided to managers ➤ Failure to complete all of the steps in the process 		
<p>6. Who are the main stakeholders in relation to the policy?</p>	<p>The local community, Councillors, senior managers, other managers, the HR function, job applicants</p>	<p>7. Who implements the policy, and who is responsible for the policy?</p>	<p>The Head of Human Resources is responsible for the policy. It is implemented by managers and the HR team</p>

<p>8. Are there concerns that the policy <u>could</u> have a differential impact on racial groups?</p>	<p>Y</p>	<p>Please explain</p> <p>Recruitment is a HR service and is, therefore, people based. A central plank of this policy is to ensure equality of opportunity for all job applicants whether internal or external. Achieving equality of opportunity means taking different approaches to ensure that the outcome is the same. Cultural, racial and ethnic differences are many and varied and it may not always be possible to prepare for these.</p> <p>The image that the Council projects of itself as an employer may, although not intentionally and even subliminally, act as a deterrent for (some) racial groups. <i>However the Council actively promotes itself as an equal opportunity employer in all job adverts.</i></p> <p>The Council needs to ensure that its requirements (the person specification), including qualifications, for job applicants are understandable, reasonable and not overstated. It also needs to be clear how it recognises overseas qualifications where a qualification is an essential criterion.</p> <p>The process may be challenging for a person from an ethnic group for which English is not the first language spoken. However ability to communicate in basic English is a requirement of all jobs at the Council so that the employee can understand instructions and feedback from their supervisor.</p>
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<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>There is a presumed low level of minority ethnic job applicants as the surrounding catching area is predominantly white British. Although equality monitoring of job applicants is carried out, nothing is done with the data collected. That indicates a lack of enthusiasm for checking continuously the effect of the policy to ensure that it does not act as a deterrent to a particular ethnic group.</p> <p>There are no headline messages in any of the recruitment literature in other languages to guide the applicant whose first language is not English. However, ability to communicate in basic English is a requirement of all jobs so that the employee can understand instructions and feedback from their supervisor.</p>	
<p>9. Are there concerns that the policy <u>could</u> have a differential impact due to gender?</p>	<p>Y</p>	<p>N The Council has a good track record of recruiting female staff at all levels in the organisation. However, there are areas in which traditional 'male' and 'female' jobs continue to apply.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<ul style="list-style-type: none"> ➤ Absence of female staff in recycling and cleansing; ➤ Preponderance of female staff in Community Care Services ➤ Preponderance of female staff in HR 	
<p>10. Are there concerns that the policy <u>could</u> have a differential impact due to disability?</p>	<p>Y</p>	<p>N The policy may not project a sufficiently positive impact of Guildford as a disabled friendly employer. Proactive support is offered, in advance, to disabled applicants. This is contained in the Information for Candidates guide that goes to all job applicants but it needs to be searched for. The application form also invites disabled applicants to apply under the 'Two Ticks' scheme.</p>

<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>(Presumed) very limited number of job applicants who declare that they have a disability whether on the application form or on the equality monitoring form. Although equality monitoring of job applicants is carried out, nothing is done with the data collected. That indicates a lack of desire to check continuously the effect of the policy to ensure that it does not act as a deterrent to disabled people. However, there some examples of successful recruitment of people with disabilities, including a wheelchair user and a deaf person.</p>	
<p>11. Are there concerns that the policy <u>could</u> have a differential impact due to sexual orientation?</p>	<p>Y</p>	<p>N Although sexual orientation is referred to in the policy as an area of attention for equality of opportunity, a person's sexuality is generally not known and applicants are not invited to indicate this on the equal opportunities monitoring form.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>There is no evidence that anything proactive is done to reassure people who are not heterosexual that they are welcome as employees of GBC. There is no clear evidence that, as applicants following the recruitment process, gays and bisexuals are disadvantaged but it would not be unreasonable to presume so. However the recruiter would only know that an applicant was gay if they declared it at the interview. Applicants are requested to identify their sexuality on the equality monitoring but this detail is not made available to anyone outside of ~HR.</p>	
<p>12. Are there concerns that the policy <u>could</u> have a differential impact due to their age?</p>	<p>Y</p>	<p>N Age is identified as a category under the Council's equal opportunities policy but there is nothing positive communicated to the effect that age is not a barrier to employment.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>Active monitoring of the age of new recruits is not carried out to identify the age profile of new recruits over a given period. Date of birth has been removed from the application form so that recruiters do not know candidates' age and cannot discriminate on grounds of age at the point of shortlisting.</p>	

<p>13. Are there concerns that the policy <u>could</u> have a differential impact due to their religious belief?</p>	<p>Y</p>	<p>N</p>	<p>Although religion or belief is referred to in the policy as an area of attention for equality of opportunity, a person's beliefs are generally not known and applicants are not invited to indicate this on the equal opportunities monitoring form. Also, there is no reference to religion or belief in the Information for Applicants booklet.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>There is no evidence that anything proactive is done to reassure people of different faiths that they are welcome as employees of GBC. There is no clear evidence that, as applicants following the recruitment process, such people are disadvantaged but it would not be unreasonable to presume so. However the recruiter would only know an applicant's religious beliefs if they declared it at the interview . Applicants are requested to identify their sexuality on the equality monitoring but this detail is not made available to anyone outside of ~HR.</p>		
<p>14. Are there concerns that the policy <u>could</u> have a differential impact due to them having dependants/caring responsibilities?</p>	<p>Y</p>	<p>N</p>	<p>Guildford takes a positive approach to flexible working, part-time working and is willing to listen to requests for more flexible working from all not just those who have a statutory right to ask. However, there is nothing in the advertising and application part of the process to indicate that, if a post is advertised as full-time it is also open to applicants who want only part-time work. In some cases the nature of the post means that part-time working could not be accommodated, or there is already such a degree of part-time working within the existing teams that further special arrangements cannot be considered.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>In the circumstances described above, carers who need to work part-time would feel that they could not apply and would, therefore, be disadvantaged. That could also be a gender disadvantage as females are much more likely to want to work flexible hours.</p>		

<p>15. Are there concerns that the policy <u>could</u> have a differential impact due to them have an offending past?</p>	<p>Y</p>	<p>N</p>	<p>On the face of it, this should not be a problem. The process address the matter of criminal convictions and that, in certain circumstances, convictions can become spent and, therefore, need not be disclosed. Also, the jobs that require CRB disclosures are clearly identified after applying the CRB guidance on types of employment eligible for CRB disclosures.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>The Council has a policy on the recruitment of ex-offenders which should reassure a person with an offending past that that conviction would not have a material and overriding influence on the success of their application, unless the nature of the role required a clear CRB check. There is no evidence to conclude either one way or the other that anyone with a criminal conviction has been disadvantaged.</p>		
<p>16. Are there concerns that the policy <u>could</u> have a differential impact due to them being Transgender or transsexual?</p>	<p>Y</p>	<p>N</p>	<p>There is no reference in the policy to the position of transgender people (those who live or want to live in the opposite gender to that assigned at birth) or transsexuals</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>There is no evidence to suggest that Guildford is prepared for dealing with application from a transgender person.</p>		
<p>17. Could the differential impact identified in 8-16 amount to there being the potential for adverse impact in this policy/procedure/practice?</p>	<p>Y</p>	<p>N</p>	<p>Yes but it is predominately through the absence of things (negatives) and not because of any direct discriminatory steps in the processes</p>

<p>18. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p>	<p>Y</p>	<p>N</p>	<p>General: Not in the current circumstances in which Guildford has not set specific targets that would indicate, for example, in making a selection decision, where (say) females are underrepresented, all other things being equal, preference should be given to a female applicant. Should that be the case it could be argued that males would be unfairly discriminated against.</p> <p>Gender: No. The existence of roles that are predominately filled by males or females is not justified unless they were correctly identified as the best person for the job.</p> <p>Race: No</p> <p>Disability: Possibly. There are likely to be jobs that a person with a particular type of disability cannot do notwithstanding any aids that may be available</p> <p>Age: Yes. Many jobs require essential previous job experience and/or qualifications that would exclude applicants of a young age. Physically demanding jobs may be outside of the capability of an older person but, the focus must be on whether the applicant is capable of carry out the physical demands and not on the age of the person.</p> <p>Sexuality: No</p> <p>Religion or belief: In a limited way where the requirements for prayer or need not to work on Sundays or other days of religious significance impact on the standard working hours/shifts but it is likely that those sorts of needs could be accommodated.</p>
<p>Business improvement</p> <p>19. Is there any concern that there are unmet needs in relation to any of the above groups?</p>	<p>Y</p>	<p>N</p>	<p>Yes in the sense that this policy potentially applies to anyone who becomes a job applicant who may have any or any combination of personal characteristics that are the focus for the Council's equality approaches. The principle of 'reasonably practicable' has to apply as it would be excessive to seek to try to prepare for every possible circumstance</p>
<p>20. Does differential impact or unmet need cut across the equality strands (e.g. elder BME groups)?</p>	<p>Y</p>	<p>N</p>	<p>Yes inevitably so as they barriers faced by a person from one of equality strands could be compounded if they fit in more than one of the strands.</p>

<p>21. If yes, should the full EIA be conducted jointly with another service area/contractor/partner/agency?</p>	<p>¥</p>	<p>N</p>	
<p>22. Is there a missed opportunity to improve your business in relation to any of the policies, procedures or practices to promote racial, gender, disability, age, sexual orientation, religion or belief equality?</p>			<p>Undoubtedly. The recruitment process is normally the first interaction between the individual and the employer and what happens in the course of that process will have a lasting impact on the successful applicant.....and others who may be dissuaded from ever applying again or may be encouraged to apply again. Recruitment is a great area in which to promote equality of opportunity and, at present, those opportunities have not been maximised. 'Balanced' selection panels, where practicable, rather than all male or all female or all white etc. would present a more positive to applicants from under-represented equality strands</p>

23. Should the policy proceed to a full equality impact assessment?	Y	N		Yes	No
24. If No, are there any changes required to the policy to improve it around the equality agenda?			Extend the equality monitoring of applicants and regularly review the data to identify positive and/or negative trends, Promote/encourage employment in areas where one gender or the other is not usually represented. Recommend balanced/mixed selection panels		

Signed
 (completing officer) Date September 2008

Signed
 (Head of Section) Date

Countersigned
 (Corporate Diversity/Diversity/Policy Team) Date Updated 16 July 2009