

Equality Impact Assessment (EIA)

Recruitment and Selection Procedure

Equality impact, needs and requirements assessment form

Please use this form to record your findings, proposed actions, equality objectives and targets. Use the guidance notes to help you do the assessment or contact the Equality Standard Project Manager if you need some advice

About the policy, practice, service or function you are assessing

Name of policy, practice, service or function: Recruitment and Selection Procedure

Assessment team leader name: Val McLaughlan

Department responsible: Corporate & Adult Social Services

Service Area: HR

Other members of assessment team:

Name	Position	Area of expertise	Comments
Helen Barkham	Business Support Officer	Regeneration & Community line manager, recruiting officer	
Claire Meakin	Manager of the TIC	Customer Services, management and recruiting	
Liz Moore	Personnel Manager Regeneration & Community	Generalist Personnel management and recruiting	
Donna Norris	Corporate Recruitment Adviser	Recruitment & Personnel management	
Susan Sanghera	Recruitment Officer – Positive Action	Equalities, Personnel	
Martin Austin	Disability Direct	Disability, DDA and general management	

Sukhi Chohan	Normanton Interpreting Project	Adult education and training, recruitment	
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Question	Response/ findings
<p>What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing?</p>	<p>To recruit people with the right skills to fill council vacancies in accordance with external legislation and internal policies and aim to reflect the diversity of the community in our workforce. Also to help retain skilled employees by supporting their career development.</p>
<p>Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person, team, department, or body – and include any outside organisations who deliver under procurement arrangements</p>	<p>All recruiting officers and relevant personnel providing advice and carrying out associated administration. External consultants for permanent and temporary staff.</p>
<p>Who is affected by the policy, practice, service or function, or by how it is delivered? Such as, who are the external and internal customers, groups, or communities?</p>	<p>People interested in working for the council and all applicants to vacancies including internal employees All recruiting officers and any officer involved in recruitment</p>
<p>What outcomes do we want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?</p>	<p>To have the right people in each job enabling the council to provide effective services to the people of Derby. Also to be seen as an Employer of Choice, to help maintain confidence of the community in service provision and achieve high level assessment in national ratings.</p>

What existing or previous inspections of the policy, practice, service or function are there? For example, Best Value Inspections, policy reviews, research into the effects of a policy or practice.

What did they tell you?

There was a policy and procedure review in May 2003 carried out by the Corporate Recruitment Adviser, in consultation with Directorate Personnel Officers.

Annually we provide analysis and reporting of information collated against BVPI 11a + 11b, 16a + 17a

11a % of top 5% of earners that are women

11b % of top 5% of earners from black and minority ethnic communities

16a % of employees declaring they meet the DDA definition

17a % of employees from minority ethnic communities

The Recruitment Officer – Positive Action is involved in recruitment processes across the council from short listing to interview stage for approximately 1 job a month to provide feedback and to improve recruitment practice in departments. Involvement has indicated that there are problems in some areas of

- the person specification not matching the requirements stated in the advert
- interview panels are not using the person specification as the basis for the interview questions

Question	Response/ findings
<p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p>	<p>Feedback from the Minority Ethnic Communities Advisory Committee – MECAC, the Black Employees Network – BESN, and a pilot of the Positive Steps Training indicates a demand for career progression for BME employees.</p> <p>The Council's performance against relevant BVPIs has highlighted areas within recruitment processes</p> <ul style="list-style-type: none"> • appointment of disabled people • both shortlisting and appointment of BME applicants is lower than the general level <p>Complaints by applicants will provide feedback about perception of process even if the actual complaint is not upheld.</p>

<p>Is there any evidence of higher or lower take up under the policy or practice, or of the service or function for any particular groups? For example, who uses the service, who doesn't and why not?</p>	<p>There is evidence that the applicant rate is variable (see attached appendix 1 from recent MECAC report of 12 January 2006) across the BME groups with a higher rate of applications from BME groups than is reflected in the community. Lower rates in short listing and appointments for BME groups.</p> <p>Whilst numbers of disabled applicants are increasing and they are short listed at the same rate as all applicants, this is not being translated into appointments. We appoint 10% of all applicants but only 5% of disabled applications result in appointment.</p> <p>There is no record currently for age, sexuality or religious belief but we are looking into this for the future, particularly as the revised Equality Standard will contain these equality strands.</p> <p>Analysis of the current workforce shows an ageing population and we are not receiving applications from younger people to effect a balance. There are issues in recruiting around the level of experience required by recruiting managers and also qualifications.</p>
<p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the service or function?</p>	<p>There has been an influx of asylum seekers/refugee communities since the Census in 2001 was conducted. This has created issues around applicants and work permits and problems for highly skilled people in terms of language and comparison of qualifications.</p>

<p>Is there an indication that any of the policies or practices involved with the service or function creates particular problems or difficulties for any groups of customers or communities?</p>	<p>Feedback from web users about the size of font on web pages, not just for recruitment information. Also the size of font used in documents.</p> <p>Interpreting and translating for job seekers when English is not the first language and also British Sign Language BSL</p>															
<p>Does any equality or diversity objectives already exist? If so, what are they and what is current performance like against them?</p>	<table border="1"> <thead> <tr> <th>BVPs</th> <th>Performance 2004/05</th> <th>Target 2005/6</th> </tr> </thead> <tbody> <tr> <td>11a % of top 5% of earners that are women</td> <td>47.2 %</td> <td>48.5%</td> </tr> <tr> <td>11b % of top 5% of earners from black and minority ethnic communities</td> <td>5.6 %</td> <td>6%</td> </tr> <tr> <td>16 % of employees declaring they meet the DDA definition</td> <td>2.4 %</td> <td>2.85%</td> </tr> <tr> <td>17 % of employees from minority ethnic communities</td> <td>10.1 %</td> <td>10.25%</td> </tr> </tbody> </table>	BVPs	Performance 2004/05	Target 2005/6	11a % of top 5% of earners that are women	47.2 %	48.5%	11b % of top 5% of earners from black and minority ethnic communities	5.6 %	6%	16 % of employees declaring they meet the DDA definition	2.4 %	2.85%	17 % of employees from minority ethnic communities	10.1 %	10.25%
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<p>Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?</p>	<p>We can determine from statistics we keep whether there is an effect on people in relation to ethnicity and gender</p> <p>There is a slightly negative effect overall on Minority Ethnic applicants</p> <p>There is a positive effect on women – a higher number of applications from women and higher numbers at appointment</p> <p>On disabled applicants there is a negative effect at the point of recruitment but a positive effect at application and short listing</p> <p>The Job Seekers Registers for minority ethnic and disabled people have been reviewed to make sure the information is up to date about job seekers. Around 20 applications to join the registers are received every month and this has increased since publicity about the registers was placed on the Internet along with an on-line registration form. We assist job seekers by careers counselling, signposting to other organisations, application and interview skills coaching and training.</p> <p>There is a positive effect of the regular dialogue between the Recruitment Officer – Positive Action and the various communities and working with job seekers.</p>
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Collecting the information and data about how the policy, practice, service

or function, impacts on communities

Please record your information and data in this table and think about:

what information or data you will need
 using both quantitative and qualitative data
 making sure that where possible there is information that allows all perspectives to be considered
 identifying any gaps in the information/ data and what it can tell you

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Customer feedback and complaints	Any written recruitment complaints are collected when they occur	Applicants	<p>Where people feel discriminated against an investigation is carried out and this would determine if discrimination had taken place on the basis of gender, disability and ethnicity.</p> <p>We would investigate a claim on the grounds of age, sexuality and religious belief, if raised as a perceived cause of complaint within the recruitment process</p>	<p>We don't currently ask for sexuality or religious belief</p> <p>No recording takes place of verbal complaints.</p> <p>We do not request comments on the recruitment process but could ask for this and get responses returned to corporate personnel</p>

<p>Consultation and community involvement</p>	<p>Liaison with community groups - Minority Ethnic Communities Advisory Committee MECAC - Women's Advisory Committee WAC - Disabled People's Advisory Committee DPAC</p> <p>Also individually through forums like job fairs</p> <p>Community organisations like Livelihood and Support into Work</p>	<p>All community groups and applicants</p>	<p>It identifies individual group needs; people who want to find avenues into work and who are actively interested in the council and how to enable them to gain work and progress.</p> <p>Some negative feedback on disability and being unable to meet some people's needs. Need to be able to respond quickly to feedback</p>	
<p>Performance information including Best Value</p>	<p>During course of year by department inputting data onto data bases from recruitment process</p>	<p>Applicants</p>	<p>Identified positive and negative impacts of the policy at various stages of the recruitment process</p>	<p>Age, sexuality and religious belief</p>

Take up and usage data	Monitoring of recruitment process Information gathered on where applicants saw job advertised	All applicants Recruitment database	The numbers of applicants from different groups How successful publications are in attracting applicants and identifying which publications attract higher level of applications from BME groups	Sexuality and religious belief Don't have a breakdown of the various groups by ethnicity. Also do not gather for other 5 strands
Census, national or regional statistics	Monthly unemployment statistics and individual wards JobCentrePlus	Website www.nomis.co.uk From registered claimants	How many people out of work and are economically active and also what the levels are for each ward. Population of Derby broken into various categories. Get the age, gender and ethnicity of each person	Not disability or sexuality
Access audits or assessments such as DDA assessments	Dealt with by departments on an as and when basis when required	Individual applicants	What specific requirements people have to enable them to participate in the recruitment process	Unknown levels of applicants who lack confidence in the council to provide the help they need

Workforce profile	All the time from input of new starters and leavers by departments	Individuals providing information for inputting onto vision	What the composition is of the workforce in relation to the fields completed, including age, gender, disability and ethnicity	Not collecting sexuality or religious belief
Where service delivered under procurement arrangements – workforce profile for deliverers	Information not requested	-	-	<p>Do not check Recruitment consultants used have an Equality Policy and adhere and monitor to the policy in recruitment and selection</p> <p>Do not carry out checks on Agencies who supply temporary workers to the council</p>

Analysing the information and data and setting equality objectives and targets

Please give your detailed findings in this table

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?
Recruitment Complaints	Not recording verbal complaints	No evidence of any groups being adversely affected by practice	No evidence of groups affected	Possibly those with literacy issues who cannot use the complaints procedure in writing or disabled people
Comments on recruitment and selection processes	Not encouraging feedback from users of the recruitment and selection process	No qualitative data from users of the procedure to enable us to review it	No evidence of groups affected	Those who would like to make a comment and not a complaint on the process. People who have concerns but do not want to make a complaint.

Recording of applicants	Not monitoring on the age of applicants	No evidence of discrimination in relation to this group	-	Need to monitor on as many of the equality strands as possible for best practice and to comply with legislation and the equality standard
Highlighting of facilities available to applicants	Highlight the availability of facilities to applicants only in the interview letter	No evidence but disabled people may feel they are not encouraged to apply for posts in the council as they are unaware of help that can be made available	See previous box	No evidence of any discrimination or needs not being met
Monitoring of service delivery associated with recruitment	No monitoring takes place of services obtained through a procurement process as these are obtained outside of the recruitment and selection process	No evidence that services are not being provided by staff recruited within a process that adheres to an equality policy	No evidence of any groups affected	Best practice would be that when using any recruitment consultants checks are in place to ensure they apply and monitor the policy in recruiting of staff

Objectives - process, impact or outcome based

Please give your proposed objectives/ targets in this table

Objective/Target:	Consider the introduction of a form for use when a person makes a verbal complaint
Specific	Draft a form
Measurable	Form accepted
Achievable	Resources already identified
Relevant	Provides opportunity for all to make a complaint
Timed	To start new system by July 2006

Objective/Target:	Investigate monitoring of applicants for sexuality and religious belief
Specific	We will find out more about the diversity of people applying for jobs
Measurable	Yes, to a point, we will be able to see how many people choose to complete the added sections
Achievable	Yes
Relevant	Yes, this will help us with our work on the revised strands of the Equality Standard
Timed	Report to Chief Officer Group and Trade Unions for approval by May 2006

Objective/Target:	Consider amending the application form to ask for comments, complaints and compliments
Specific	Draft wording change
Measurable	Will be able to monitor categories of feedback
Achievable	Yes
Relevant	Yes, provides opportunity for all to provide feedback
Timed	To change application forms from July 2006

Objective/Target:	Recruitment agency equality monitoring
Specific	Yes, more monitoring information will be provided
Measurable	Yes, this will link into our usual recruitment monitoring
Achievable	Yes
Relevant	Under the Race Relations Amendment Act we have to ask our recruitment agencies to monitor the ethnicity of the people they are putting forward
Timed	Get Commensura to ask recruitment agencies to start monitoring from 1 April 2006

Monitoring and reviewing - incorporating into performance management

Please summarise your objectives and targets in this table with your proposed monitoring and reporting arrangements

Objective	Planned action	Target performance			Responsible lead officer	Reporting cycle, for example, quarterly
		2005/6	2006/7	2007/8		
Introduction of a form for verbal complaints	To draft form, get it accepted and introduced	-	-	-	Donna Norris	
Monitoring of applicants for sexuality and religious belief	Agree wording, carry out consultation process and implement	-	?	?	Donna Norris	Annually with recruitment statistics
To obtain feedback, not just complaints, on recruitment and selection process	Draft wording change, get it agreed by departments and implement change	-	-	-	Donna Norris	N/A
To carry out equality monitoring of recruitment by recruitment agencies	Use Commensura to obtain data from recruitment agencies from 1 April 2006 and report together with internal recruitment	-	BVP I6a 2.9% BVPI 17a 10.4%	BVPI 16a 2.95% BVPI 17a 10.6%	Donna Norris	Annually with recruitment monitoring

Appendix 1

Breakdown of recruitment statistics for 2004/2005 by ethnicity							
Ethnicity and % of economically active people in Derby	Applied	% of total applications received 9,095	% of total applications from ME groups	Short-listed	% of total applications from that group	Appointed	% of total applications from that group
African - 0.3%	195	1.89	9.46	56	28.72	20	10.26
Bangladeshi – 0.1%	29	0.28	1.41	8	27.59	2	6.90
Caribbean – 1.6%	271	2.62	13.14	88	32.47	29	10.70
Chinese – 0.5%	104	1.01	5.04	21	20.19	4	3.85
Indian – 4.2%	677	6.55	32.83	204	30.13	62	9.16
Other Asian – 0.5%	47	0.45	2.28	7	14.89	2	4.26
Other Black – 0.2%	37	0.36	1.79	16	43.24	3	8.11
Other Dual Heritage – 0.2%	28	0.27	1.36	8	28.57	2	7.14
Other Origin – 0.3%	140	1.35	6.79	32	22.86	12	8.57
Pakistani – 3.6%	428	4.14	20.76	88	20.56	23	5.37
White and Black African – 0.1%	13	0.13	0.63	2	15.38		
White and Asian – 0.2%	36	0.35	1.75	16	44.44	5	13.89
White and Black Caribbean – 0.5%	57	0.55	2.76	13	22.81	4	7.02
Total visible minority ethnic groups	2,062	19.94	100	559	27.11	168	8.15
Irish – 1.5%	80	0.77		21	26.25	8	10