

## Recruitment and induction including probationary periods, secondments and agency workers

### Evidence based equality analysis

Main aims, purpose and outcomes and how does it fit in with the wider aims of the organisation:

A number of policies, procedures and business processes have been reviewed as part of this equality analysis. All are designed to ensure that the Council is able to recruit effective staff to vacant posts, in compliance with legal considerations and best practice / value for money. The recruitment policy and procedure are wide-ranging and include considerations such as occupational testing, Disclosure and Barring Service checks, secondments, and agency workers.

The main aims and purpose of the policy and procedure is to provide recruiting managers with the information, principles, processes and systems which are required in order to recruit staff of the right quality, in line with organisational expectations, best practice and legal considerations.

In addition, the following policies / procedures have also been reviewed:

- Reference policy and procedure including toolkit
- Acting up policy and procedure
- Probationary policy and procedure

The Human Resources team support managers in applying these policies and procedures where required; either through the provision of general training and guidance, or through specific interventions if necessary. This helps to ensure a fair and consistent application and that any issues are managed appropriately.

**Lead officer:** Alison Maxson

**Stakeholders:** All employees, trade unions

Equality analysis is a valuable tool to help embed equality into everything we do

While process is important, equality analysis is essentially about outcomes

Lack of evidence of discrimination is not evidence of a lack of discrimination

It is not acceptable to say that a policy is applied uniformly to all groups and is therefore fair and equal. Applying a policy or procedure consistently may result in differential outcomes for different groups.

For each of the areas below, an assessment needs to be made on whether the policy has a positive, negative or neutral impact, and brief details of why this decision was made and notes of any mitigation should be included. Where the impact is negative, this needs to be given a high, medium or low assessment. It is important to rate the impact of the policy based on the current situation (i.e. disregarding any actions planned to be carried out in future).

High impact – a significant potential impact, risk of exposure, history of complaints, no mitigating measures in place etc.

Medium impact –some potential impact exists, some mitigating measures are in place, poor evidence

Low impact – almost no relevancy to the process, e.g. an area that is very much legislation led and where the Council has very little discretion

	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>
Target group / area			
<b>Race and ethnicity</b> (including Gypsies and Travellers; migrant workers, asylum seekers etc.)			<p>Could have language barriers during the selection process e.g. testing and interviewing.</p> <p>Guidance notes accompanying the procedure outline the steps managers should take to ensure any specific needs of candidates are appropriately met.</p> <p>Human Resources can advise in specific scenarios.</p> <p>Low</p>
<b>Disability</b> (as defined by the Equality Act - a person has a disability if they have a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day	Work placements for disabled people could be further explored as a way of improving opportunities.	<p>Our approach to employing disabled people has been recognised as best practice – Two Ticks and Mindful Employer status achieved.</p> <p>Access to Work are used to provide specialist advice</p>	<p>A disability may affect an individual’s ability to follow the selection process.</p> <p>Guidance notes accompanying the procedure outline the steps managers should take to</p>

<p>activities)</p>		<p>and adaptations in the workplace</p>	<p>ensure any specific needs of candidates are appropriately met e.g. candidates with dyslexia may be allowed extra time for testing; wheelchair users will be interviewed in a suitably accessible location etc.</p> <p>A disability may also impact on performance during the probationary period, meaning reasonable adjustments are required.</p> <p>Human Resources can advise in specific scenarios.</p> <p>Low</p>
<p><b>Gender</b></p>			<p>Job advertisements may be unintentionally biased towards one gender; the procedure contains specific advice on how to avoid this.</p> <p>Hiring managers should be appropriately trained and aware of equality issues in recruitment; including the importance of avoiding unlawful discrimination.</p> <p>Guidance notes accompanying the procedure also advise that interview panels should be made up of a mix of genders where possible.</p>

			Low
<b>Gender identity</b>	Hiring managers are appropriately trained and aware of equality issues in recruitment; including the importance of avoiding unlawful discrimination.		
<b>Religion and belief</b>	Hiring managers are appropriately trained and aware of equality issues in recruitment; including the importance of avoiding unlawful discrimination.		
<b>Sexual orientation</b> (including heterosexual, lesbian, gay, bisexual)	Hiring managers are appropriately trained and aware of equality issues in recruitment; including the importance of avoiding unlawful discrimination.		
<b>Age</b> (children and young people aged 0 – 24, adults aged 25 – 50, younger older people aged 51 – 75/80; older older people 81+. The age categories are for illustration only as overriding consideration should be given to needs)	Hiring managers are appropriately trained and aware of equality issues in recruitment; including the importance of avoiding unlawful discrimination. Age and length of service requirements have been removed from person specifications		
<b>Rural communities</b>			
<b>Areas of deprivation</b>	Consideration to be given to links with Workzones and job fairs to improve		

	participation		
<b>Human rights</b>			
<b>Health and wellbeing</b> (consider both the wider determinants of health such as education, housing, employment, environment, crime and transport, as well as the possible impacts on lifestyles and the effect there may be on health and care services)			
<b>Procurement/partnership</b> (if project due to be carried out by contractors/partners etc, identify steps taken to ensure equality compliance)		Agency advertises jobs on a wide range of websites/media and ensures best practice followed	

**Evidence:**

Human Resources advise and support managers with recruitment activity both in the form of on-going training / guidance and in specific cases where required.

Extensive training and guidance is provided for managers on recruiting staff in line with the organisation’s standards and aims of promoting diversity, as well as anti-discrimination legislation.

The workforce metrics for Cheshire West and Chester Council do not show any specific trends or concerns regarding the implementation of the procedure in relation to any of the protected characteristics. As some fields on the employee personal information include the options; other, prefer not to say and are not compulsory fields the self-reported data is limited and this in turn has an impact on the reporting – further work is to be undertaken to improve the self-reporting in Cheshire West and Chester and as such should have a positive impact on the accuracy of information held on employees.

The policies and procedures were developed by experienced Human Resources practitioners and the Cheshire West and Chester Council Trade Union Representatives were involved in the consultation and development of the procedure.

**Action plan:**

<b>Actions required</b>	<b>Key activity</b>	<b>Priority</b>	<b>Outcomes required</b>	<b>Officer responsible</b>	<b>Review date</b>
Review Equality Analysis		Low		Human Resources Team	2019 or sooner if policy is amended
Continue with work to improve data captured on employees		High	Annual data cleanse prompt in self-service to include personal information	Human Resources Team with relevant technical support	September 2016
Ensure ongoing training and support is available to managers.	Development of i-Learn training package for recruiting managers	High	Consideration also to be given to making completion of this mandatory	Human Resources Team	September 2016

Sign off	
Lead officer:	Alison Maxson
Approved by Tier Four Manager:	Debbie Thompson
Moderation and/or Scrutiny – Chief Executive’s Portfolio Equality and Diversity Group	
Date: 12 July 2016	
Date analysis to be reviewed based on rating (high impact – review in one year, medium impact - review in two years, low impact in three years)	Three years – July 2019