

RECRUITMENT AND SELECTION POLICY

**HaRD 038
 EQUALITY IMPACT ANALYSIS**

1. Equality Impact Analysis																
Policy / Project / Function:	Recruitment and Selection Policy															
Date of Analysis:	January 2015															
This Equality Impact Analysis was completed by: (Name and Department)	Workforce Service															
What are the aims and intended effects of this policy, project or function ?	This Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently															
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> Recruitment and Retention Premia Starting Salaries Policy Temporary Promotion Policy Secondment Policy Recruitment of Ex-Offenders Policy Redeployment Policy Travel and Expenses Policy Relocation Policy Disciplinary Policy 															
Who does the policy, project or function affect ? Please Tick ✓	<table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Employees</td> <td style="width: 5%; text-align: center;">✓</td> <td style="width: 35%;">staff applying for new roles</td> </tr> <tr> <td>Service Users</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td colspan="3" style="padding-left: 20px;"> <ul style="list-style-type: none"> Lay members, students, volunteers </td> </tr> </table>	Employees	✓	staff applying for new roles	Service Users	<input type="checkbox"/>		Members of the Public	✓		Other (List Below)	✓		<ul style="list-style-type: none"> Lay members, students, volunteers 		
Employees	✓	staff applying for new roles														
Service Users	<input type="checkbox"/>															
Members of the Public	✓															
Other (List Below)	✓															
<ul style="list-style-type: none"> Lay members, students, volunteers 																

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Based on the 2011 Census information taken from council ward profiles making up the CCG area (Harrogate and Rural District), 96.3% identified themselves as White. The CCG employs a slightly higher percentage of BME staff (8.34%) than the local population. The small number of staff employed in the CCG will impact quickly of the overall percentage. The policy provides a fair written recruitment process and it is good practice to continue to monitor the workforce profile.
Age	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Sexual Orientation	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory) In relation to sexual orientation, neither CCG or local population data is known with any certainty. However, nationally, the Government estimates that 5% of the population are lesbian, gay or bisexual communities
Disabled People	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. Analysis of employee data indicates that no employee in the CCG has declared a disability yet 15.5% of the CCG

					<p>population are living with a limiting long term illness or disability. It should be noted that a significant proportion of the workforce was recruited as a result of a transfer exercise and ring fencing. This will have naturally limited the field of candidates from the previous employer and therefore affected the resulting workforce profile. In addition some employees may be reluctant to declare a disability which would affect the workforce profile. The policy expressly includes statements that should support a positive impact on the recruitment of disabled people</p> <p>Positive Impacts:</p> <ul style="list-style-type: none"> • The CCG organisation operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview. • The policy is explicit that reasonable adjustments will be made where necessary.
Gender	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	<p>The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. The gender split in the Harrogate and Rural District CCG area is 49.2% male and 50.8% female. Analysis of employee data indicates that 58.34% of the staff employed are male and 41.68% are female. Although the number of females employed is slightly lower than the local population, the small number of staff employed will impact upon the overall percentage and the difference will be statistically insignificant. It is good practice to continue to monitor the workforce profile.</p>
Transgender People	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There are no official statistics regionally regarding transgender populations nor is employee data currently held, however the policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).</p>

Pregnancy and Maternity	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Marital Status	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This protected characteristic generally only applies in the workplace and therefore local population data does not exist. The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Religion and Belief	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Reasoning					
If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7					

3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected as at Oct 2014	
General	Total number of employees in the CCG is 24
Age	75% are aged 30-55 25% of staff are over 55 No employees are under 30
Race	87.49% staff employed in the CCG are White 4.17% staff are Black 4.17% staff are Asian 4.17% of staff have not stated/undefined their ethnicity
Sex	58.34% staff employed are male 41.68% staff employed are female
Gender reassignment	No information at this stage
Disability	91.67% of staff employed declared themselves as having no disability 8.33% did not declare /undefined No staff have declared a disability
Sexual Orientation	87.5% of staff described themselves as heterosexual 12.5% did not wish to respond /undefined
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (45.83%) 25% declared themselves Atheist 20.83% were undefined or did not wish to declare 4.17% of staff have other beliefs/religious beliefs 4.17% of staff declared themselves Buddhist
Marriage and civil partnership	83.33% of employees are married. No employees are in a civil partnership. The remainder (16.67%) are single / divorced / legally separated or widowed
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p>Yes <input checked="" type="checkbox"/> Employee and population data</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</p>	<p>Consultation has taken place with Trade Unions locally and nationally</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>The policy provides a framework for fair recruitment processes which should contribute to the aim of eliminating discrimination</p>

5. Equality Impact Analysis: Assessment Test

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
Gender (Men and Women)	✓			The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. The gender split in the Harrogate and Rural District CCG area is 49.2% male and 50.8% female. Analysis of employee data indicates that 58.34% of the staff employed are male and 41.68% are female. Although the number of females employed is slightly lower than the local population, the small number of staff employed will impact upon the overall percentage and the difference will be statistically insignificant. It is good practice to continue to monitor the workforce profile.
Race (All Racial Groups)	✓			Based on the 2011 Census information taken from council ward profiles making up the CCG area (Harrogate and Rural District), 96.3% identified themselves as White. The CCG employs a slightly higher percentage of BME staff (8.34%) than the local population. The small number of staff employed in the CCG will impact quickly of the overall percentage. The policy provides a fair written recruitment process and it is good practice to continue to monitor the workforce profile.
Disability (Mental and Physical)		✓		The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. Analysis of employee data indicates that no employee in the CCG has declared a disability yet 15.5% of the CCG population are living with a limiting long term illness or disability. It should be noted that a significant proportion of the workforce was recruited as a result of a transfer exercise and ring fencing. This will have naturally limited the field of candidates from the previous employer and therefore affected the resulting workforce profile. In addition some employees may be reluctant to declare a disability which would affect the workforce profile. The policy expressly includes statements that should support a positive impact on the recruitment of disabled people

				<p>Positive Impacts:</p> <ul style="list-style-type: none"> The CCG organisation operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview. The policy is explicit that reasonable adjustments will be made where necessary.
Religion or Belief	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory) In relation to sexual orientation, neither CCG or local population data is known with any certainty. However, nationally, the Government estimates that 5% of the population are lesbian, gay or bisexual communities.
Pregnancy and Maternity	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Transgender	✓			There are no official statistics regionally regarding transgender populations nor is employee data currently held, however the policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Marital Status	✓			This protected characteristic generally only applies in the workplace and therefore local population data does not exist. The policy provides a fair written recruitment process with selection decisions encouraged on the

				basis merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Age	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).

6. Action Planning

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

7. Equality Impact Analysis Findings

Analysis Rating:	Red	Red/Amber	Amber	✓ Green
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		Actions	Wording for Policy / Project / Function
<p>Red</p> <p>Stop and remove the policy</p>	<p>Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p>Remove the policy</p> <p>Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.</p>	<p>No wording needed as policy is being removed</p>
<p>Red Amber</p> <p>Continue the policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.</p>	<p>The policy can be published with the EIA</p> <p>List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE).</p> <p>Consider if there are any potential actions which would reduce the risk of discrimination.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason exists which justifies the use of this policy and further professional advice.</p> <p><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></p>

Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p>Amber</p> <p>Adjust the Policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>	<p>The policy can be published with the EIA</p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></p>
<p>Green</p> <p>No major change</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p>The policy can be published with the EIA</p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Brief Summary / Further comments	
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Approved By		
Job Title:	Name:	Date: