

EMPLOYMENT MATTERS COMMITTEE

10 FEBRUARY 2010

RECRUITMENT AND SELECTION FRAMEWORK/UPDATED REDEPLOYMENT POLICY

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Summary

This report seeks approval for the revisions to the recruitment and selection framework and subsequent changes required to the redeployment policy.

1. Budget and Policy Framework

1.1 It is within the Committee's terms of reference to make recommendations on matters relating to employment, and it is requested that Members review and agree the information outlined below.

2. Background

2.1 The original recruitment and selection code of practice was agreed by Personnel Sub-Committee in September 2000, this was ratified by Policy and Resources Committee on 10 October 2000 and at this time reflected the needs of the authority in relation to the recruitment and retention of our staff.

2.2 On 9 September 2009 Employment Matters Committee agreed the Workforce Development Strategy. This sets out the Authority's four workforce priority areas for the next three years:

- Build a workforce that reflects the community we serve through better workforce planning, recruitment and retention.
- Improve employment opportunities within Medway.
- Improve leadership and management skills across the organisation.
- Train and develop individuals and teams to deliver effective and improving services.

- 2.3 The existing recruitment and selection code of practice therefore needs to be updated to both reflect the current needs of the authority and to assist with the meeting of the four priority areas highlighted above.
- 2.4 As will be seen further in the report, one of the recommended changes within the recruitment and selection framework is to change the way in which we manage redeployment throughout the authority, therefore a revised redeployment policy is also attached for approval. The proposed revised recruitment and selection framework a redeployment policy are attached at Appendices A and B.

3. Options

- 3.1 There are six proposed changes to the existing policy as detailed below.

3.1.1. Changes to the recruitment cycle

Currently once all relevant approvals are in place a recruiting manager will send their advert through to the resourcing team for this to be placed. It is proposed that in the future once a line manager identifies a resourcing need, they will be contacted by a Resourcing Officer (RO) who will set up a meeting to discuss the most appropriate method of recruitment and help the manager to revise the job profile if necessary. If any changes are made as a result of this review, then it may be necessary to resubmit for grading purposes. The manager and RO will finalise and agree the advert wording (if required), and discuss any possible redeployment matches. If a match has been made then arrangements will be put in place for the line manager and redeployee to meet for an interview/discussion at the earliest opportunity.

Upon completion of the interview process the RO will meet with the recruiting manager and/or panel to discuss/challenge the reasons for the successful applicant being chosen.

These changes will enable the authority to monitor that resourcing decisions are proportionate, lawful and accountable and reduces any potential risk for claim such as discrimination, favouritism and adopts a much more proactive approach to recruitment and redeployment of existing staff.

3.1.2. Changes to the redeployment process

It is proposed that redeployees are no longer required to complete an application form. Once an individual has been issued with notice to terminate their employment, either due to a redundancy situation or end of a fixed term contract, or alternatively are identified as potentially requiring redeployment due to ill-health or competency issues, then their details will be passed from the HR Adviser to one of the Resourcing Officers (RO). The RO will then make personal contact with the redeployee to identify their key skills, experience and any potential training issues.

In the event that a redeployee is added to the register once a post has been advertised then they can still apply along with other applicants.

All redeployees applying for a post in this way will be guaranteed an interview as long as the priority status criteria applies and they meet the minimum requirements of the post.

As outlined above, due to the RO having built a 1:1 relationship with the redeployee and having met with the recruiting manager prior to any recruitment taking place, this should increase the potential for positive matches to be made at an earlier stage of the redeployment process, reduce the number of individuals having their employment terminated and alleviate the potential risk of loss of revenue through advertisements having to be pulled once placed, and a reduction in redundancy payments.

3.1.3. Removal of the application form

It is proposed that application forms are no longer used but that applicants submit a letter of application. The letter of application should include the following information (where applicable):-

- Why they are the right person for the job
- Their full work history, explaining any gaps.
- The post they are applying for.
- Contact details – both telephone and email.
- Referee details if required.
- Rehabilitation of Offender Act 1974 information where relevant
- Confirmation of General Teaching Council Registration and Department of Children Schools and Families reference number (where appropriate).
- General Social Care Council registration number (where appropriate)
- Independent Safeguarding Authority Registration details (where appropriate and when implemented from later this year)
- Where they saw the position advertised.
- Disclosure of any relationship with either an Elected Member or existing employee.

The applicant will also be required to complete a separate equality monitoring form.

This change is recommended following discussion with relevant stakeholders such as disability groups, line managers and applicants and other local authorities who have taken this step. Findings tend to indicate that by removing the form applicants from under represented groups are more likely to apply.

For applicants who are applying for a post covered by safeguarding regulations it will be made clear at the onset of the process that failure to provide all of the relevant information will result in their application not going forward.

3.1.4. Changes to the job description

It is proposed that the job description, including person specification, be replaced with a job profile, which whilst it will outline details on the

service and what the job role is, it will have a greater emphasis on the skills and competencies required of the individual.

This change will complement the succession planning/talent management process and will enable career paths to be mapped more succinctly.

3.1.5. References and removal of pre-employment health checks

Many employers are now reluctant to give detailed references, due to potential litigation action, other than confirm length of service. It is proposed that for posts not working with children and vulnerable adults, references and work reports will no longer be taken up in their current format. We will still seek confirmation of an individual's employment period, including continuous service where relevant, and whether there are any live disciplinary issues.

It is also proposed that unless there is a medical reason to do so, we will no longer carry out pre-employment health checks. Instead all individuals invited to interview will be asked to complete a self-assessment questionnaire. Depending on the outcome of this it may be necessary to refer to occupational health for further advice prior to the offer of appointment being made, or to clarify adjustments which may be required due to an individual being covered by the Disability Discrimination Act (DDA).

Statistically over 90% of the pre-employment checks we currently undertake are passed as fit for work. Of those which do not receive clearance immediately, 90% of those still result in the individual being employed with reasonable adjustments being made as they are covered by the DDA. The risks associated with changing the pre-employment health check process therefore are very limited and the advantages in terms of time and financial cost (it currently costs £13.90 per check) outweigh the benefit of continuing with the current process.

There are no proposed changes to the Criminal Records Bureau checks process or the requirement to ensure the person has the right to work in the UK.

3.1.6. Advertisement of posts

It is proposed that the requirement to advertise internally and externally simultaneously is removed from the recruitment process. This will enable the organisation to be more proactive in terms of succession planning, talent management, recruiting from under-represented groups, apprenticeship placement and taking individuals through from work experience to permanent employment. This may result in no need to advertise at all, but would always require the manager to have an interview/discussion with the individual to assess their skills and abilities.

It is proposed that unless there is a genuine business case to do otherwise, where an advert appears in a publication then only hook adverts will be used. This will reduce the overall expenditure on

advertisements. It is worth noting that currently approximately 85% of all applications made are done online via the website.

- 3.2 If approval is given to the changes to the policy then the items detailed above will change with immediate effect.
- 3.3 There are a number of additional elements of the workforce development strategy such as succession planning/talent management and talent pools for applicants, which the proposed changes to the recruitment and selection framework compliment, and these will be phased in at the appropriate time in the future.
- 3.4 In addition to the introduction of the revised recruitment and selection framework we will also be rolling-out an e-recruitment system to managers, which will reduce the amount of paperwork generated by the process.
- 3.5 In light of all of these changes it may be necessary to review the focus and priority of tasks within the existing resourcing team.

4. Risk Management

- 4.1 A diversity impact assessment (DIA) has been undertaken to ensure that the recommended changes to the recruitment and selection framework do not adversely impact potential applicants and current employees. The DIA is attached at Appendix C.
- 4.2 Recruitment activity is covered by relevant employment legislation and as an employer we have an obligation to ensure that it is lawful, proportionate and accountable. By ensuring our framework is in line with current best practice and changes in employment law it minimises the risk of challenge on discrimination grounds.

5 Consultation

- 5.1 The proposed changes have been circulated to the Corporate Consultative Committee and relevant service manager and employee representative groups for consultation and the majority of the comments received back were very positive.
- 5.2 One of the issues raised by the trade unions was a concern that recruitment of staff may become insular to the authority and could reduce opportunities. However, many of the changes proposed should enable us to take a much more proactive approach to the resourcing needs of the authority including positive action in line with the workforce development strategy. Monitoring of resourcing activity will therefore be key and enable us to take appropriate action quickly and decisively.
- 5.3 The Disabled Workers' Forum and the Lesbian, Gay, Bisexual, Transgender Forum provided detailed comments and would have welcomed more time for consultation. The vast majority of the comments have been taken on board and full written responses have been sent to the Forums.

6 Financial and legal implications

- 6.1 There are no direct financial implications, although once implemented, by reducing the size and/or number of advertisements, a reduction in the administrative processes, having a more robust selection process and potentially reducing the number of redundancies there should be an overall cost saving to the authority.
- 6.2 Relevant employment law covers recruitment activity and the proposed changes to both the recruitment and selection framework and redeployment policy have been made taking these into account.
- 6.3 In the application of the policy the council needs to ensure that the process is fair, transparent and complies with its equalities policies and relevant employment legislation to minimise any successful legal challenges.

7. Recommendation

- 7.1 Members are asked to agree to the adoption of the revised recruitment and selection framework and redeployment policy to enable the workforce priorities set out above to be met.

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Background papers

Recruitment and Selection Framework
Redeployment Policy

RECRUITMENT AND SELECTION FRAMEWORK

This policy applies to recruitment for all posts other than those in schools.

All appointments will be based on merit and according to the principles expressed in our equality policies and the aims and objectives of our workforce strategy.

All processes used for the recruitment and selection of staff to posts will be proportionate, lawful, accountable and necessary.

1. Purpose

The purpose of recruitment and selection is to “help recruit the right person in the right way the first time when needed”.

2. Introduction

Medway Council recognises its duty to ensure all recruitment and selection procedures are open, transparent and fair. Recruiting successfully is a crucial activity to ensure the continued delivery of quality services to the people of Medway. Taking the right steps to identify the right person is fundamental and has long-term implications for service delivery.

Managers should apply the requisite time and funding to this process, and will be supported by the Resourcing Team. The responsibility and decision for recruitment is the Manager's. Each recruitment activity will be approached individually and the needs of the service will be actively considered.

3. Principles of Recruitment and Selection

All appointments will be based on merit and according to the principles expressed in our equality policy and workforce strategy.

All processes for the recruitment and selection of staff will be:-

- Subject to the relevant approvals being in place where applicable. Exempt posts will require Director and Portfolio Holder approval, non-exempt posts will require Cabinet Approval. The Resourcing Team will be able to give you more advice on these processes.
- Proportionate, based upon the circumstances of a particular recruitment and associated risk.
- Lawful, based upon an accurate understanding of the legal requirements.
- Accountable, so that all decisions are based on clear evidence.
- Necessary, to help recruit the right person, in the right way, when needed.

All recruitment activity will be open and transparent and will have a designated Resourcing Officer assigned to it.

Recruitment can be considered to be:-

Acting-up opportunities, secondment, new posts, vacancies in existing posts, maternity cover, fixed-term contracts but this list is not exhaustive and if a manager is unsure then the Resourcing Team can be contacted to offer advice.

4. Key Stages of the Recruitment and Selection Process

The following steps and processes within the framework may not necessarily be in a particular order and, from time to time, additional procedures may be appropriate. The Resourcing Officer will discuss any such need or proposal with the Recruiting Manager.

Plan the Recruitment – This will involve the Recruiting Manager and Resourcing Officer having a planning meeting to cover the initial stages of agreeing the job profile, and the appropriate form for the recruitment.

Search for the Right Person – The overriding challenge to successful recruitment is to know where is the right pool of people and how we can reach them and undertake the best selection process. The Resourcing Officer will, therefore, following discussion with the line manager determine the most appropriate selection pool. This could be existing staff, talent pool of applicants, internal supply pool, work experience pool or external advert.

Employee Starts Work – This will include all the work required to allow the selected applicant to start work on day one and be as effective as possible. This will cover offer of appointment paperwork, payroll, reasonable adjustments, induction and any other arrangements that are needed in accordance with legislation and/or corporate policy.

5. Planning the Recruitment

To ensure recruitment is efficient, effective and successful, planning should start as early as possible (e.g. from the moment an employee resigns or the need for additional staffing resource is identified).

The Recruiting Manager will enter their request into the E-Recruitment (e-SOURCE) system, and will be contacted by a Resourcing Officer who will arrange the planning meeting to fully explore and understand the activities of the role and what options are available for delivery of the post's activities including the potential for job carving, job sharing etc in the context of the team/service.

The Resourcing Officer will discuss with the Recruiting Manager, whether the post in question is suitable for recruitment under positive action, such as redeployment of staff at risk, succession planning, recruitment of under-represented groups etc, which may not result in the need for competitive selection.

If necessary, dates will be agreed for advert, shortlisting and interview/other methods of selection. Decisions will also be made on extra requirements for the job such as CRB, qualifications, references, specialist equipment etc.

6. Search for the Right Applicant

Every effort will be made to identify suitable redeployees for a post. The suitability of redeployees who are on the register at the time of the planning meeting will be considered and, where applicable a suitable alternative offer of employment may be made. If a redeployee is added to the register after the planning meeting they can, if they wish, apply alongside other applicants using the standard application process.

Where no redeployee is identified as suitable, a Recruiting Manager may proceed to the next level of consideration.

Where an individual is already in the role for a variety of reasons and the individual has more than 12 months' service with the authority, or an individual within the section or service possesses a unique set of skills required by the post, job matching may be appropriate.

Before this can be considered viable a further series of questions and challenges by the Resourcing Officer will explore the justification for this action to ensure its fairness and transparency. Working in the role is the best test of suitability but the Recruiting Manager and Resourcing Officer must both be satisfied that when the person concerned obtained the post in a temporary capacity this was done in open competition or that no one else can meet the requirements of the job.

Where there are staff across the wider authority who could undertake the role then a more open advert and recruitment process should be undertaken, but this need not be advertised externally.

Where advertising in any media is appropriate then normally, only hook adverts, (see Appendix 1) will be used to direct applicants to the job profile either on line or by hard copy mail. All external adverts will also be sent to the relevant Job Centre and appropriate under-represented groups.

6.1 Shortlisting

It is the Recruiting Manager's responsibility to ensure that the shortlisting of any relevant applicants is undertaken in a fair and timely way. They must clearly identify and record shortlisting decisions in the e-SOURCE system indicating how each applicant meets the Job Profile.

Further advice can be sought from the Resourcing Officer.

6.2 Interviews

The Recruiting Manager and all relevant panel members must have previously completed the recruitment and selection training. The decision/outcome must be clearly recorded in the e-SOURCE system and the panel must be prepared to offer feedback to all applicants when required.

Prior to any offer of appointment being made the Resourcing Officer will meet with the Recruiting Manager and/or Panel, wherever possible on the day of the interviews, to discuss the reasons for appointment, following which the Recruiting Manager can make a verbal conditional offer of appointment.

The Resourcing Officer will send out a written conditional offer to the successful applicant and, where relevant, make all mandatory checks. It should be noted that the authority would only take up full references for those posts working with children or vulnerable adults. For all other posts, we will only require confirmation of employment dates, including continuous service, where relevant, and any relevant disciplinary issues. Further advice can be sought from the Resourcing Officer.

All shortlisted applicants will be required to complete a Supplementary Applicant Information Form to enable the assessment of any special requirements or reasonable adjustments in relation to the successful applicant. This will need to be signed by each applicant and returned in a sealed envelope and in confidence to the Resourcing Officer. Those candidates unsuccessful at interview will have their supplementary applicant information form destroyed without it being reviewed. The authority will only take up more detailed pre-employment health checks where necessary.

It will remain the responsibility of the Recruiting Manager to ensure the successful applicant meets the requirements of the Asylum and Immigration Act. Further guidance is available from the Resourcing Team.

7. Employee Starts Work

All necessary checks will have been completed either prior to the offer of work or after offer as appropriate or required by law. These include the right to work in the UK, Criminal Records Bureau Check (CRB), Independent Safeguarding Authority Agency (ISA), Safeguarding etc.

Offer letter, statement of particulars and payroll notification will be managed by the Resourcing Team.

The Recruiting Manager is responsible for requesting ICT access as appropriate, arranging, prior to the start date, any appropriate support and equipment required to allow the applicant access to the role and an appropriate induction and probation process.

8. Relocation Scheme

If the successful applicant is required to relocate and it is applicable to do so a relocation package may be offered. The [relocation scheme](#) should be checked prior to doing this to ensure eligibility criteria are met. If you are unsure advice should be sought from a member of the resourcing team.

9. Probation

All new entrants to local government service, or previous local government employees without continuous service, will be subject to a period of probation of not less than six months. Further advice can be found in the [probation policy](#) or from the resourcing team.

10. Determining employment status – employee or self-employed?

Managers need to be clear as to whether a person working within their service is working under a contract of employment (i.e. an employee) or a contract for services (i.e. self-employed). Whether someone is employed or self-employed depends on the terms and conditions of their engagement. It is important as it determines who is liable to pay income tax and national insurance contributions, whether person has employment protection, is entitled to statutory sick pay and other employment rights. The [guide to determination](#) will assist managers with selecting the appropriate contract status. If it determined that an individual is self-employed then the [pro-forma agreement](#) should be issued.

12. Monitoring

Recruitment and selection will be monitored by equality strands and will be reported to Corporate Management Team (CMT) and Employment Matters Committee (EMC) at least annually.

Unless the Recruiting Manager can demonstrate an appropriate business need and this has been approved by the relevant Assistant Director or Director, then all external adverts will only be hook adverts as detailed below.

Example wording for Hook Advert

Quality Monitoring and Review Officer (Ref: BSD0786DA)

£22, 730 - £29, 714 per annum

Hours: 37 hours per week

Location: Gun Wharf, Chatham

This is an exciting opportunity to work in our Service Improvement Team within Housing Services.

For an informal discussion please contact Marc Blowers, Head of Housing Service Improvement on 01634 334382.

Closing date: 2nd October 2009

For further details, and to apply for this or other opportunities within Medway Council, please visit our website at www.medway.gov.uk

For an application form and Job description please contact 01634 333333 (Monday to Friday 8.00am—8.00pm, Saturday 9.00am—1.00pm) or our 24 hour recruitment line on 01634 332843 or please email your details to jobs@medway.gov.uk

MEDWAY COUNCIL REDEPLOYMENT POLICY

1.0 Introduction

The Council recognises that in order to provide efficient and effective service delivery it is sometimes necessary to change staffing needs. Where strategies have an impact on staffing requirements, every reasonable effort will be made to minimise redundancies. The Council aims to deal sensitively with staff whose jobs may be at risk or who are no longer able on medical or capability grounds to carry out the requirements of their role and will try to redeploy staff into suitable alternative posts.

2.0 Principles

This procedure has been designed to comply with the requirements of employment legislation and in accordance with best practice to ensure redeployees or potential redeployees are given priority and assisted in obtaining alternative employment with the Council. It is in the best interests of the workforce and the Council that redeployment over-rides usual recruitment procedures.

Redeployees will be given priority consideration to be matched for Medway Council vacancies at their current grade or one grade below where it is considered they are able to satisfy the basic criteria detailed within the person specification, or where it is considered they would be able to satisfy the criteria following an acceptable period of on the job training. **Redeployees will be eligible to apply for any advertised vacancy which is greater than one grade below their current grade and be guaranteed an interview, but will not be automatically matched to these roles.** Other arrangements may be agreed for those not currently employed under Medway Council terms and conditions of service.

3.0 Scope

The principle of seeking alternative employment for those employees at risk of redundancy applies to all staff. However certain groups of staff, such as some school-based staff have different arrangements for seeking alternative employment within schools. Advice should be sought from the Human Resources (Schools) for clarification of these arrangements.

4.0 General responsibilities

It is the responsibility of Human Resources to provide overall guidance and advice, as required, in the implementation of the procedure and to monitor consistency of application.

5.0 Who can be considered for redeployment?

There are a number of reasons why employees can be registered for redeployment, these are as follows:

- (i) All staff who are **in a redundancy situation.**
- (ii) Staff where the Occupational Health Service has advised they are not fit to carry out duties of their original post on medical grounds but they are fit for alternative employment.
- (iii) Staff where action under the Council's Capability Procedure is being taken but only where Human Resources consider this appropriate.
- (iv) Staff returning from a career break.
- (v) Staff who are prevented from carrying out the duties of their post due to statutory changes that impact on their terms and conditions.

However employees who are **under notice of dismissal on the grounds of redundancy** will receive priority above any other category of staff on the redeployment register.

6.0 The Redeployment Register

The Redeployment Register is maintained by Human Resources.

Redeployees will normally be placed on the register **as soon as notice of dismissal on the grounds of redundancy is issued, as per the organisational change policy**

Employees who are placed on the register for reasons other than redundancy will be placed at the appropriate time in accordance with the specific policy relating to their circumstances, e.g. capability, career break etc.

7.0 The procedure

The Resourcing Officer will meet with the **redeployee** to discuss the various options, rights, implications and procedures, and these will be confirmed in writing.

There will be two ways in which a redeployee will be assisted in finding alternative work using their priority status, these are:

i) Resourcing Officer identifies a possible match

The Resourcing Team will set up a face-to-face meeting with the individual to ascertain their existing skills, the type of employment they are seeking and any additional training needs which may be required.

If a potential match is identified the recruiting manager will be notified by the Resourcing Officer that there may be a suitable redeployee for their post. Arrangements will be made for the Manager to meet with the redeployee as soon as possible. This will normally be before their advertisement is placed. The purpose of the meeting will be to assess whether the post would be a suitable alternative, and discuss arrangements for a trial period, if appropriate.

The Resourcing Officer will contact the redeployee and advise of the vacancy and the forthcoming meeting. Redeployees are expected to co-operate with any such meeting and failure to do so could jeopardise their eligibility for a redundancy payment. A representative from the Resourcing Team will normally be present at the meeting and the redeployee can be accompanied by a work place colleague or trade union representative if they wish.

If during the meeting it is decided that a trial period will be undertaken, a suitable start date should be agreed between the 'out-going' and new manager. The Resourcing Officer may be involved in this discussion.

If it is agreed that the post is not a suitable alternative the reasons will be fed back to the redeployee.

ii) Applying for a post

In the event that a redeployee is added to the register once a post has been advertised then they can still apply along with other candidates. All redeployees applying for a post in this way will be guaranteed an interview as long as the priority status criteria applies and they meet the minimum requirements of the post.

The manager, together with the Resourcing Officer should discuss whether the redeployee fits the criteria and if so, the redeployee must be interviewed, with their Resourcing Officer present.

In the event that the redeployee is interviewed and following that interview, a redeployee is assessed as unsuitable, feedback must be given, using the Redeployment Feedback Form, prior to

any offer of employment to another candidate who is not **under notice of dismissal**. The employee must be given the opportunity to discuss/raise any concerns about the reasons given.

8.0 Trial Period

Redeployed staff will normally be employed on a trial period of 4 weeks, exclusive of training requirements. The cost of the trial period is to be met by the original employing service.

The trial period may be extended by mutual consent. If anytime within the trial period either the new employing department or the member of staff indicates, for good reasons, that the new post is unsuitable, the member of staff's employment will normally revert to the original department who will bear the redundancy costs.

9.0 Refusal of suitable alternative posts

Should a redeployee unreasonably refuse to co-operate or refuses a suitable alternative position, they will be advised that they will jeopardise their employment and, where appropriate, their eligibility to a redundancy payment.

Where a suitable alternative is offered and refused, the final decision as to whether the employee has lost their right to a redundancy payment will lie with the Assistant Director, Organisational Services or their representative.

10.0 Financial Support

(i) Salary protection

Salary protection will only be payable for reductions in remuneration of one grade difference between the old and new posts. In these cases, the original employing department pays the protection element of salary for the length of the protection period. Full details of the salary protection arrangements are detailed within the Council's Organisational Change Policy and Procedure.

(ii) Excess Travel

Reimbursement of the costs of additional travel arising from a compulsory change in an employee's workplace will be made in accordance with the Council's policy.

11.0 Other support for redeployees

(i) Time off for interviews

Reasonable paid time off work, with agreement, is offered to employees seeking alternative work within or outside Medway Council.

This provision only relates to employees who have been continuously employed for two years or more. Where this does not apply it would still be reasonable to allow employees to take reasonable time off should the need arise. The Director or nominated line manager has the discretion to agree to such paid time off.

Employees must provide adequate notice to their manager of any interviews or appointments for which they are seeking paid time off.

ii) Training

The Workforce Development team can provide training in job searching skills, cv writing and interview skills.

Diversity Impact Assessment: Screening Form

Directorate BSD	Name of Policy Recruitment & Selection Policy	
Officer responsible for assessment Resourcing Manager	Date of assessment 30/11/09	New or existing? Existing
Defining what is being assessed		
1. Briefly describe the purpose and objectives	The policy sets out the principles of recruitment & selection in line with the workforce development strategy and the introduction of e-recruitment. It also details the key stages of the recruitment & selection process. The purpose of the policy is to provide equality of opportunity and accessibility to job vacancies in the Council for all applicants, that enables the achievement of our resourcing needs and our aims of attracting and retaining a diverse workforce reflective of Medway's community.	
2. Who is intended to benefit, and in what way?	The Council will benefit, as we will be recruiting the right people, in the right way, at the right time. Also, it will potentially reduce the need to re-advertise posts therefore, reducing overall recruitment costs. Council customers – services being delivered by employees with the right skills Applicants from minority groups – as resourcing officers will be taking a more proactive approach they can take positive action in attracting minority groups to apply for posts Local residents – they have access to work locally	
3. What outcomes are wanted?	For all appointments to be based on merit and in accordance with the Fair Access & Inclusion policy & Talent Management. For recruitment to be lawful, necessary, accountable and proportionate to the vacant post. That the workforce reflects the profile of the community we serve To achieve the Council's core values of Putting the customers at the centre of everything we do and Giving value for money	
4. What factors/forces could contribute/detract from the outcomes?	Contribute Introduction of the new e-recruitment system Consultation responses from organisation partners including Trade Unions	Detract Lack of awareness of employment schemes
5. Who are the main stakeholders?	Members, Senior Management, Managers, Applicants	
6. Who implements this	Human Resources, Councillors, Senior Management,	

and who is responsible?	Service Managers, Recruiting Managers / Officers	
Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial groups</i>?		Brief statement of main issue
	NO	
What evidence exists for this?	HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and race neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification. The BWF are consulted. Of the post offers accepted in 2008/2009 8.9% are from BME which is higher than the total workforce headcount of 4.69%	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?		Brief statement of main issue
	NO	
What evidence exists for this?	HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and disability neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification. Two ticks employers – applicants with a disability who meet the minimum requirement of person specification will be invited to interview. The DWF are consulted. Of the post offers accepted in 2008/09 0.8% are from employees with a disability which is slightly disproportionate to 1.9% headcount.	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?		Brief statement of main issue
	NO	
What evidence exists for this?	HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and gender neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification.	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?		Brief statement of main issue
	NO	
What evidence exists for this?	HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and sexual orientation neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing	

		Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification.
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?		Brief statement of main issue
	NO	
What evidence exists for this?		HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and religion & belief neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification.
12. Are there concerns there <u>could</u> be a differential impact due to people's age?		Brief statement of main issue
	NO	
What evidence exists for this?		HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and age neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification. The Council is positively encouraging young people (16-24) to consider a career in local government as they are underrepresented in the Council but is equally open to applications from the over 65's.
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?		Brief statement of main issue
	NO	
What evidence exists for this?		HR Officers review JD's as part of Job evaluation process and ensure wording is appropriate and transgender neutral unless it can be objectively justified. Resourcing Officers ensure the above for adverts. Also, Resourcing Officers advise Recruiting Managers of the need to short list & select on the basis of match against the person specification.
14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. young parents, commuters, people with caring responsibilities or dependants, young carers, or people living in rural areas)?		If yes, which group(s)?
	NO	
What evidence exists for this?		
15. Are there concerns there <u>could</u> have a differential		Brief statement of main issue

impact due to <i>multiple discriminations</i> (e.g. disability and age)?	NO	
What evidence exists for this?	All recruiting managers / officers complete R&S training which includes equality and preventing discrimination in the R&S procedure	
Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	NO	Brief statement of main issue
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		N/a
Recommendation to proceed to a full impact assessment?		
	This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.	
No, but	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?	Minor modifications necessary (e.g. change of 'he' to 'he or she', re-analysis of way routine statistics are reported) See action plan
	Give details of key person responsible and target date for carrying out full impact assessment (see DIA Guidance Notes)	

Action plan to make Minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
The Council has an agreed monitoring process for the equality streams	Finalise equality monitoring form and implement	Equality Access Group (Abi Jessop)
Managers need to be informed of the revised R&S policy	Briefing sessions to be held	Resourcing Team
Planning ahead: Reminders for the next review		
Date of next review	3 years – December 2012	

Areas to check at next review (e.g. new census information, new legislation due)	Agency Worker Regs New census information	
Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?	N/a	
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	

Supporting Documents:

Single Equality Scheme 2009-2012 – Council Wide Equality Action Plan

Workforce Monitoring 01 April 2008 – 31 March 2009