



# Equality Impact Assessment Record Form

Guidelines for Managers – The  
Recruitment Procedure



## Equality Impact Assessments

Directorate	Service	Person responsible for the assessment	Date assessment completed
Resources	Human Resources/Organisational Development	Sally Morgan	22/09/2009
<b>Title of the policy being assessed</b>	Guidelines for Managers on the Recruitment Procedure (2009)		
<b>The status of the policy</b>	Existing		
<b>1. What are the aims, objectives and purposes of the policy?</b>	To support Managers through the recruitment process by providing end to end guidance. Having a process to follow for all recruitment projects will not only provide information and guidance but also encourage fairness and consistency.		
<b>2. Does the policy support other objectives of the council?</b>	<p>Yes:</p> <ul style="list-style-type: none"> <li>• People Strategy &amp; Development Plan – People Management Aim 4 (see page 5) is to resource North Norfolk District Council; Priority 19 is to attract young people to train in hard to fill vacancies (see page 17). This document has been equality impact assessed separately.</li> <li>• Changing Gear (Corporate Plan) – several of the values (see page 14-15), such as ‘Equality &amp; diversity’ – to recruit the best person for the job regardless of background; ‘Continuous improvement’ – through recruiting the right people with the right skills to help us improve; ‘Valuing staff’ – by treating employees and potential employees in a consistent and respectful manner; ‘Sustainability’ – through succession planning and recruiting those with the potential to grow with the organisation; ‘Partnership’ – through working with the County Council &amp; other districts in the ‘Strategic Recruitment Partnership Group’ and, in general, First Class Resource Management.</li> <li>• The Recruitment Process – this document supports the whole process. Please note that an Equality Impact Assessment for the full <i>process</i> itself is also being carried out.</li> <li>• The process on the whole (although not necessarily this specific document), links to the ‘Officer Recruitment Procedure Rules’ section of the Constitution.</li> </ul>		
<b>3. Who is intended to benefit from the policy, and in what way?</b>	<u>All employees</u> – potential employees and internal candidates should benefit from managers who are adequately prepared for the recruitment process and who will be fair and consistent in their approach. Employees in general will benefit from an efficient recruitment procedure to ensure that those recruited are		

	<p>the right people for the posts.</p> <p><u>All recruiting managers</u> – The principal aim of the document is to provide a framework of the basic information on the recruitment procedure for managers, which is complimented by tailored advice from the Human Resources team. This document should also help managers understand and follow correct process and fairly select the best candidate for the organisation.</p> <p><u>All customers &amp; service users</u> – an efficient and effective recruitment procedure should lead to the best candidates, with the right skills being selected for the post. Ultimately this will be reflected in the service that we offer to our customers and service users. They should benefit from having suitably skilled staff providing them the best service possible.</p> <p><u>Human Resources</u> – As a reference point and information to supply to managers. This should answer the basic, routine questions regarding recruitment, leaving more time to dedicate to more complex queries. Avoiding costly litigation claims and reinforcing the corporate value of ‘Equality and Diversity’ by ensuring the process is fair and equitable.</p>											
<p>4. What outcomes are anticipated from the policy being in place?</p>	<p>Managers that understand the recruitment procedure from end to end and know when to seek advice from Human Resources.</p> <p>Managers have the information on what they need to do and when.</p> <p>A fair and consistent recruitment process.</p>											
<p>5. Identify and select your assessment team.</p>	<table border="1"> <thead> <tr> <th data-bbox="611 813 1050 915">Name</th> <th data-bbox="1056 813 1493 915">Role</th> <th data-bbox="1499 813 1925 915">Responsibilities</th> </tr> </thead> <tbody> <tr> <td data-bbox="611 920 1050 1019">Sally Morgan Consultees – See Appendix A</td> <td data-bbox="1056 920 1493 1019">HR Officer Various</td> <td data-bbox="1499 920 1925 1019">Lead on assessment Consultees</td> </tr> </tbody> </table>			Name	Role	Responsibilities	Sally Morgan Consultees – See Appendix A	HR Officer Various	Lead on assessment Consultees			
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<p>6. What data have you gathered for this assessment? How have you analysed this data?</p>	<table border="1"> <thead> <tr> <th data-bbox="611 1024 936 1084">Source and Age of Data</th> <th data-bbox="942 1024 1268 1084">Owner</th> <th data-bbox="1274 1024 1600 1084">Findings</th> <th data-bbox="1606 1024 1925 1084">Data Gaps</th> </tr> </thead> <tbody> <tr> <td data-bbox="611 1089 936 1365">EOC ‘Job Evaluation Good Practice Guide’ (2005)</td> <td data-bbox="942 1089 1268 1365">EOC – Equal Opportunities Commission (now part of the EHRC – Equalities and Human Rights Commission)</td> <td data-bbox="1274 1089 1600 1365">‘The need for a scheme to be analytical in order to be defined as a scheme under the Equal Pay Act was confirmed in the judgement of the Court of Appeal in <i>Bromley and others v Quick</i> (1988 IRLR 249).’</td> <td data-bbox="1606 1089 1925 1365">n/a</td> </tr> </tbody> </table>	Source and Age of Data	Owner	Findings	Data Gaps	EOC ‘Job Evaluation Good Practice Guide’ (2005)	EOC – Equal Opportunities Commission (now part of the EHRC – Equalities and Human Rights Commission)	‘The need for a scheme to be analytical in order to be defined as a scheme under the Equal Pay Act was confirmed in the judgement of the Court of Appeal in <i>Bromley and others v Quick</i> (1988 IRLR 249).’	n/a			
Source and Age of Data	Owner	Findings	Data Gaps									
EOC ‘Job Evaluation Good Practice Guide’ (2005)	EOC – Equal Opportunities Commission (now part of the EHRC – Equalities and Human Rights Commission)	‘The need for a scheme to be analytical in order to be defined as a scheme under the Equal Pay Act was confirmed in the judgement of the Court of Appeal in <i>Bromley and others v Quick</i> (1988 IRLR 249).’	n/a									

	Invitation to interview letter (2009)	Human Resources	Phrasing regarding reasonable adjustments – <i>'You may also wish to inform us if any special arrangements the Council will need to make in connection with your interview.'</i>	n/a
	BVPI - 'Best Value Performance Indicator' Figures 2007/8	Performance Team	Number of economically active disabled people	n/a
	Cognos reports (2009) (Cognos is a tool that allows us to create reports from the information held on the Human Resources computer system – 'Resource Link')	Human Resources	Data on the workforce, for example the number of disabled people; men; women etc in workforce	Information on the HR system cannot be broken down according to sexual orientation or religion and belief as we do not currently collect or hold this information.
	Recruitment figures (01/09/08-31/08/09) from Cognos reports (Cognos is a tool that allows us to create reports from the information held on the Human Resources computer system – 'Resource Link')	Human Resources	The number of people applying, shortlisted, withdrawn and successful for posts advertised in last 12 months, broken down by gender, age, ethnicity and disability. (see Appendix C)	Some people did not state all of their details e.g. age or ethnicity. We do not collect data on sexual orientation or religion/belief.
	Census (2001)	ONS – Office for National Statistics	Statistics on North Norfolk population e.g. ethnicity	This is now 8 years old but is not due again until 2011. The census did not collect data on sexual

				orientation.
	INTRAN pages of intranet	Maureen Wells	Services that INTRAN can offer	n/a
	North Norfolk District Councils accessibility matters standards	North Norfolk District Council	Guidelines on how to make information more accessible	n/a
	LGA – Local Government Datafile (June 2009)	LGA – Local Government Association	Data on the local government workforce profile and comparison to whole economy.	n/a
	Views from employee representatives regarding the assessment	Human Resources	Changes made following this consultation are listed in Appendix A	n/a
The existing data we have about recruitment applications has been used and applied where possible to the appropriate equality category (covered below in points 8-13) as to try to determine where there may be any adverse impact.				
<b>7. Who are the main stakeholders of this policy?</b>	<b>Community</b>		<b>Staff/Members</b>	<b>Partners</b>
	<ul style="list-style-type: none"> <li>Customers &amp; service users</li> </ul>		<ul style="list-style-type: none"> <li>All employees</li> <li>Recruiting Managers</li> <li>Members</li> <li>Trade union representatives</li> <li>Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Norfolk County Council &amp; the other Norfolk Districts, (but only in respect of using Riley's agency under the Strategic recruitment partnership group).</li> </ul>
<b>8. Are there any concerns that the policy could have a negative impact with regard to race and ethnicity?</b>	<b>No</b>	<b>What evidence (actual data or assumptions) do you have to support this?</b>		
		<p>These guidelines apply to <u>all</u> managers for <u>all</u> recruitment projects.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no equalities statement in these guidelines to help reinforce this. Equalities data is collected on all</p>		

	<p>applicants, however this information is kept separate from the application form and recruiting managers have no access to the equalities data (the equal opportunities monitoring form).</p> <p>Pre-employment checks made at interview stage will provide managers with information regarding race/ethnicity of candidates, however this is a legal requirement and the information is asked of every single candidate, with the sole purpose of checking eligibility to work in the UK.</p> <p>It is made clear under 'Creating a Shortlist' that selection should be made against the criteria highlighted on the person specification (factual requirements of the job) and there is also reference to the shortlist being checked by Human Resources which acts as another check to ensure unfair discrimination has not occurred.</p> <p>There is a further reference to avoiding discrimination under 'Creating a shortlist' where managers are advised that race is a potential area for discrimination to occur. There is no reference to ethnicity however. There is also guidance regarding asking all candidates the same questions to avoid claims of discrimination.</p> <p>Interviews – with two officers on the interview panel it is possible for one to challenge another's reasoning if it is felt to be discriminatory. We also require that at least one of the Officers has been trained in interview techniques. This is currently offered by a HR on an ad-hoc coaching basis, but formal sessions have also been run in the past.</p> <p>'INTRAN' services (translation) would also be available if there was a need to communicate the procedure in another language, for example. However there is no reference to this in the document to remind managers that this is available.</p> <p>Salary level for the vacant post is determined in the initial stages and via an analytical job evaluation scheme and therefore is an objective process unrelated to and prior to knowing any of the characteristics of successful applicant.</p> <p>In terms of the level of applications in the 12 months from different racial/ethnic groups the 427 applicants came from a number of racial/ethnic groups, but the</p>
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		<p>majority (88.06%) came from the White British group. This is not surprising when 97.81% of the North Norfolk population are in the White British group according to the 2001 Census. Some of the applicants (7.26%) did not state their ethnic origin.</p> <p>Of the successful applicants, one was of Irish origin and one of Chinese origin, although these are small numbers, due to the size of the workforce and the ethnic make up of the district – one person from each of these groups is actually over-representative accounting for 3.7% of the successful applicants each (compared to 0.41% of the North Norfolk population that are of Irish origin and 0.18% of Chinese origin).</p> <p>There were applications from people in other ethnic minority groups, many of which were shortlisted, but not successful for the post (the data can be seen in Appendix C). It is worth noting that some applicants decide to withdraw their application – this may be because they are unable to make the interview, get another job, or simply change their mind. Of the six people shortlisted that were not from ‘White British’ or ‘White other’ groups, two withdrew, leaving four who attended an interview. Of these four, two were successful.</p> <p>It is not felt that the guidelines themselves will have an adverse affect on any particular racial/ethnic group. With regard the recruitment process on the whole (which is being assessed separately) - the large majority of applicants at all stages are of ‘White British’ or ‘White Other’ origin, but this does reflect the ethnic make up of the North Norfolk population. It is true to say that the workforce profile does not exactly mirror the profile of the district, however with many of percentages for ethnic minorities in the population lower than 0.15% according to the 2001 Census, it may not always be possible to reflect this in a workforce of our size.</p>
<p><b>9. Are there any concerns that the policy could have a negative impact with regard to gender?</b></p>	<p><b>No</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>These guidelines apply to <u>all</u> managers for <u>all</u> recruitment projects.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no equalities statement in these guidelines to help reinforce this. Equalities data is collected on all</p>

		<p>applicants, however this information is kept separate from the application form and recruiting managers have no access to the equalities data (the equal opportunities monitoring form).</p> <p>It is made clear under 'Creating a Shortlist' that selection should be made against the criteria highlighted on the person specification (factual requirements of the job) and there is also reference to the shortlist being checked by Human Resources which acts as another check to ensure unfair discrimination has not occurred.</p> <p>There is a further reference to avoiding discrimination under 'Creating a shortlist' where managers are advised that sex is a potential area for discrimination to occur. There is also guidance regarding asking all candidates the same questions to avoid claims of discrimination.</p> <p>Interviews – with two officers on the interview panel it is possible for one to challenge another's reasoning if it is felt to be discriminatory. We also require that at least one of the Officers has been trained in interview techniques. This is currently offered by a HR on an ad-hoc coaching basis, but formal sessions have also been run in the past.</p> <p>Salary level for the vacant post is determined in the initial stages and via an analytical job evaluation scheme and therefore is an objective process unrelated to and prior to knowing any of the characteristics of successful applicant. An analytical job evaluation scheme is the only type considered as a defence in terms of equal pay claims – see <i>Bromley and others v Quick</i> (1988 IRLR 249).</p> <p>In terms of the gender profile of applicants, there were originally more applications from males but more females were shortlisted and then successful in their applications. There were two more females shortlisted and five more females that were successful. Due to the small numbers it is not felt that this is currently of concern but will continue to be monitored to see if this is a prevailing trend. Therefore it is not felt that these guidelines have an adverse affect on any gender group.</p>
<b>10.Are there any concerns</b>		<b>What evidence (actual data or assumptions) do you have to support</b>

<p><b>that the policy could have a negative impact with regard to disability?</b></p>	<p><b>Yes – the % of disabled employees in our workforce is disproportionate to the % in the community</b></p>	<p><b>this?</b></p>
		<p>These guidelines apply to <u>all</u> managers for <u>all</u> recruitment projects.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no equalities statement in these guidelines to help reinforce this. Equalities data is collected on all applicants, however this information is kept separate from the application form and recruiting managers have no access to the equalities data (the equal opportunities monitoring form).</p> <p>It is made clear under 'Creating a Shortlist' that selection should be made against the criteria highlighted on the person specification (factual requirements of the job) and there is also reference to the shortlist being checked by Human Resources which acts as another check to ensure unfair discrimination has not occurred.</p> <p>There is a further reference to avoiding discrimination under 'Creating a shortlist' where managers are advised that disability is a potential area for discrimination to occur. There is also guidance regarding asking all candidates the same questions to avoid claims of discrimination.</p> <p>This guidance should be communicated in a number of different forms – e.g. intranet and paper copy. Communications would need to comply with the Council's Accessibility Standards. 'INTRAN' services (translation) would also be available if there was a need to communicate the guidance in sign language or Braille for example. There is no direct reference to the 'INTRAN' service within these guidelines which would also be useful.</p> <p>Testing – candidates are asked to advise on the equal opportunities form as to whether or not they have a disability, and we also ask them in the invitation to interview letter to inform us if they require any special arrangements to be made during the selection process. Should a candidate notify Human Resources of any disability which could lead to adjustments they require, these would be made. These may include for example - using a room which was wheelchair accessible or</p>

		<p>adjusting scores to account for those candidates with dyslexia.</p> <p>Interviews – with two officers on the interview panel it is possible for one to challenge another’s reasoning if it is felt to be discriminatory. We also require that at least one of the Officers has been trained in interview techniques. This is currently offered by a HR on an ad-hoc coaching basis, but formal sessions have also been run in the past.</p> <p>We also would offer reasonable adjustments at interview stage – the letter asks for the candidate to inform us if they require any special arrangements to be made regarding the interview. There is however no reference to this in the guidelines.</p> <p>Salary level for the vacant post is determined in the initial stages and via an analytical job evaluation scheme and therefore is an objective process unrelated to and prior to knowing any of the characteristics of successful applicant.</p> <p>Currently 3.48% of the workforce have declared that they are disabled, this is compared to 15.63% of the community population who are ‘disabled and economically active’ – i.e. those available for work in the labour market (BVPI figures 2007/8). This can also be compared to the amount of applications we have had from people who declare that they are disabled – 4.92% of applicants, and 3.7% of those people selected in the last 12 months declared themselves as disabled.</p> <p>It is not clear why the number of applicants/people in the workforce is lower than the proportion of the local population and whether there is an adverse impact for this group or it is just a coincidence. Therefore continued monitoring and work needs to be done in this area and may be investigated via consultation with disabled people in the community. There are also a number of recommendations which could help improve managers’ awareness about support for disabled applicants and improve the profile of the Council as an employer amongst the disabled community. These can be found in appendix B.</p>
<p><b>11.Are there any concerns that the policy could have</b></p>	<p><b>No</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p>

<p><b>a negative impact with regard to age?</b></p>	<p>These guidelines apply to <u>all</u> managers for <u>all</u> recruitment projects.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no equalities statement in these guidelines to help reinforce this. Equalities data is collected on all applicants, however this information is kept separate from the application form and recruiting managers have no access to the equalities data (the equal opportunities monitoring form). Following the introduction of the Age Regulations (2006) date of birth was removed from the application form, this is now included on the equal opportunities monitoring form, which recruiting managers do not view, as above.</p> <p>Pre-employment checks made at interview stage will provide managers with information regarding age of candidates, however this is a legal requirement and the information is asked of every single candidate, with the sole purpose of checking eligibility to work in the UK.</p> <p>It is made clear under 'Creating a Shortlist' that selection should be made against the criteria highlighted on the person specification (factual requirements of the job) and there is also reference to the shortlist being checked by Human Resources which acts as another check to ensure unfair discrimination has not occurred.</p> <p>There is a further reference to avoiding discrimination under 'Creating a shortlist' where managers are advised that age is a potential area for discrimination to occur. There is also guidance regarding asking all candidates the same questions to avoid claims of discrimination.</p> <p>Interviews – with two officers on the interview panel it is possible for one to challenge another's reasoning if it is felt to be discriminatory. We also require that at least one of the Officers has been trained in interview techniques. This is currently offered by a HR on an ad-hoc coaching basis, but formal sessions have also been run in the past.</p> <p>Salary level for the vacant post is determined in the initial stages and via an analytical job evaluation scheme and therefore is an objective process unrelated to and prior to knowing any of the characteristics of successful applicant.</p>
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		<p>North Norfolk District Council does not have an upper limit on employment or a default retirement age, meaning that advertisements are open to employees of all ages. Applications for 'Apprenticeship' roles are open to all ages, rather than just school or college leavers. There is no direct mention to either of these points in the guidelines however.</p> <p>Figures on applications, shortlists and successful applicants show that the largest numbers for each stage were in the 40-49 age group. This is also the age group where we have the most staff in our current workforce profile. All those recruited were between the ages of 20-59. The two age groups with the lowest proportion of applicants were under 20 and 65 and over.</p> <p>Whilst North Norfolk as a population has a higher percentage of people aged over 65 (13.21% according to the 2001 Census), North Norfolk also has the highest proportion of retired people in Norfolk and is the 5<sup>th</sup> highest nationally. Therefore, it might be the case, that some or all of that proportion of the population may no longer wish to be employed by reason of retirement, meaning that it may never be possible to directly reflect the population in that respect.</p> <p>It is an action in the People Strategy &amp; Development Plan to recruit more 'young people' (although what constitutes 'young' is not defined) into the Council to train for 'hard to fill' vacancies and plug the skills gap. Whether or not it would be a possibility to encourage this would be discussed with the recruiting manager at the initial stages, but is not directly mentioned in the guidelines. Over the past twelve months we have had two Trainee Planning Assistant posts and two Revenues &amp; Benefits 'Apprenticeship' Posts; as mentioned above all of our vacancies are open to all ages, so although these would suit 'young people', or those who have little or no work experience, who could be trained, we welcome and do receive applications from a wide range of ages (e.g. from 19 – 66 years for the Revenues &amp; Benefits Post). The emphasis is on recruiting the best candidate rather than a candidate of a particular age.</p> <p>It is not felt that these guidelines have an adverse affect on any particular age group, although North Norfolk District Council and Local Government on the whole have</p>
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		<p>lower representation of younger people in the workforce (with more than 50% of the workforce aged between 40-59 in both cases), so this may need to be addressed from a sustainability of skills point of view as well as an equality angle.</p>
<p><b>12.Are there any concerns that the policy could have a negative impact with regard to religion/belief?</b></p>	<p><b>No – but insufficient data for this group</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>These guidelines apply to <u>all</u> managers for <u>all</u> recruitment projects.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no equalities statement in these guidelines to help reinforce this. Equalities data is collected on all applicants, however this information is kept separate from the application form and recruiting managers have no access to the equalities data (the equal opportunities monitoring form).</p> <p>It is made clear under 'Creating a Shortlist' that selection should be made against the criteria highlighted on the person specification (factual requirements of the job) and there is also reference to the shortlist being checked by Human Resources which acts as another check to ensure unfair discrimination has not occurred.</p> <p>There is a further reference to avoiding discrimination under 'Creating a shortlist' where managers are advised of potential areas for discrimination to occur. There is also guidance regarding asking all candidates the same questions to avoid claims of discrimination. However there is no direct reference to avoiding discrimination on the grounds of religion/belief.</p> <p>Interviews – with two officers on the interview panel it is possible for one to challenge another's reasoning if it is felt to be discriminatory. We also require that at least one of the Officers has been trained in interview techniques. This is currently offered by a HR on an ad-hoc coaching basis, but formal sessions have also been run in the past.</p> <p>Salary level for the vacant post is determined in the initial stages and via an analytical job evaluation scheme and therefore is an objective process unrelated to and prior to knowing any of the characteristics of successful applicant.</p>

		<p>Religious festivals (with regard arranging interview dates) are not mentioned in the guidelines. By default due to office closure interviews would not be happening on Christian festival dates (i.e. Christmas Day, Good Friday), but consideration could be given to other festivals such as Eid or Diwali if a candidate cannot attend the interview date for that reason.</p> <p>We do not currently collect data on applicants or employees with regard religion/belief, therefore it is not possible to analyse recruitment statistics in this way. Because of this it is not possible at this stage to conclude whether or not there is an adverse impact on this group.</p>
<p><b>13.Are there any concerns that the policy could have a negative impact with regard to sexual orientation?</b></p>	<p><b>No – but insufficient data for this group</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>These guidelines apply to <u>all</u> managers for <u>all</u> recruitment projects.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no equalities statement in these guidelines to help reinforce this. Equalities data is collected on all applicants, however this information is kept separate from the application form and recruiting managers have no access to the equalities data (the equal opportunities monitoring form).</p> <p>It is made clear under 'Creating a Shortlist' that selection should be made against the criteria highlighted on the person specification (factual requirements of the job) and there is also reference to the shortlist being checked by Human Resources which acts as another check to ensure unfair discrimination has not occurred.</p> <p>There is a further reference to avoiding discrimination under 'Creating a shortlist' where managers are advised of potential areas for discrimination to occur. There is also guidance regarding asking all candidates the same questions to avoid claims of discrimination. However there is no direct reference to avoiding discrimination on the grounds of sexual orientation.</p> <p>Interviews – with two officers on the interview panel it is possible for one to challenge another's reasoning if it is felt to be discriminatory. We also require that at</p>

		<p>least one of the Officers has been trained in interview techniques. This is currently offered by a HR on an ad-hoc coaching basis, but formal sessions have also been run in the past.</p> <p>Salary level for the vacant post is determined in the initial stages and via an analytical job evaluation scheme and therefore is an objective process unrelated to and prior to knowing any of the characteristics of successful applicant.</p> <p>We do not currently collect data on applicants or employees with regard sexual orientation, therefore it is not possible to analyse recruitment statistics in this way. Because of this it is not possible at this stage to conclude whether or not there is an adverse impact on this group.</p>
<b>14. Could the negative impact you have identified in questions 8 - 13 lead to the potential for adverse impact if the policy is implemented?</b>	<b>Yes</b>	It is not felt that the guidelines themselves will have an adverse impact on any particular equality group, but, it does appear possible to improve the guidelines from a best practice point of view and also to explore how we could encourage applications from different groups – particularly with regard disabled applicants, as we currently are under-represented in this group.
<b>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?</b>	<b>No</b>	No, but changes regarding positive action for disabled people would be justified and legitimate in terms of law. This will need to be further investigated prior to being put in place.
<b>Or any other reason?</b>	<b>N/A</b>	
<b>Can the impact be mitigated by existing means?</b>	<b>N/A</b>	

<b>If yes, what actions will you undertake to mitigate these impacts and revise the policy?</b>	<b>See Appendix B</b>	To improve the guidelines from a best practice point of view and investigate if there is an adverse impact for disabled people, actions are included in the action plan in Appendix B.	
<b>15. Describe the arrangements for reporting and publishing this assessment.</b>	This assessment will be reported to the Equality and Diversity Board and will be published on the NNDC external website ( <a href="http://www.northnorfolk.org">www.northnorfolk.org</a> )		
<b>Has this assessment been undertaken by a minimum of two staff?</b>	Yes	<b>Has this assessment been scrutinised by your Directorate Steering Group?</b>	<b>This has been scrutinised by Organisational Development Equality Impact Assessment team</b>
<b>If the policy is new, or requires a decision by Councillors to revise, has this Equality Impact Assessment been included with the report?</b>			Yes
<b>Have any actions identified in this assessment been included in your service equality and diversity action plan?</b>			<b>See Appendix B</b>
<b>Completed by:</b>	Sally Morgan - Human Resources Officer	<b>Signed off by:</b>	Julie Cooke – Organisational Development Manager

## **Appendix A – Consultation information and Edits**

### **People consulted in the assessment:**

- Dipak Arya (DA), Equalities Consultant
- Kate Davison (KD), HR Assistant
- Rod Lee (RL), HR Advisor
- Janella Hadlow (JH), HR Officer
- David Smith (DS), Performance and risk assistant
- Kate Sullivan (KS), Community Liaison Officer

### **Actions taken after consultation:**

- Acknowledgement of adverse impact in the yes/no section, even if it is felt to be justified or mitigated – DA
- Links made to other completed EqIAs – DA
- Additional actions added to the action plan and amendments through 8-13 - KS

## Appendix B – Action Plan

Action	Expected Outcome	Person responsible	Target date	✓
INTRAN Services make reference to the availability of this service and its uses. Link to the INTRAN pages of the Council's Intranet.	To ensure managers are aware of what is available should they have a candidate or that may require assistance in translation of some kind.	Sally Morgan	ASAP – when guidelines are reviewed*	
Under 'creating a shortlist' - add to areas of possible discrimination – this does not currently include ethnicity, sexual orientation or religion/belief.	To ensure managers are aware of the different areas where unfair discrimination can occur.	Sally Morgan	ASAP – when guidelines are reviewed*	
Add equalities statement plus timely reminders throughout the document	To remind managers of the Council's commitment to equality and to link back to the Equal Opportunities Policy.	Sally Morgan	ASAP – when guidelines are reviewed*	
Add information on reasonable adjustments and make reference to DDA.	To remind managers of our responsibilities under the DDA, and to speak to Human Resources for further information/advice e.g. 'Access to work' information.	Sally Morgan	ASAP – when guidelines are reviewed*	
Include Sexual Orientation and Religion/Belief in monitoring of employees in general and in recruitment. This would require an update from current employees (who would have last completed a form when they last applied for a position) and the data to be collected for all new employees.	To allow analysis of recruitment/selection figures and ensure there is no cause for concern with regard either of these groups.	Sally Morgan	Ready to report on March 2010.	
Create a change of personal details form	To ensure information is kept up to date for employees and to allow comparisons of our workforce and community to highlight any potential adverse impacts that the recruitment procedure may be	HR Officers /Advisor and Payroll Officer	December 2009	

	having on an equality group (listed in sections 8-13)			
Under 'Applying for vacancies' – add in –all applications must be received by HR. Recruiting Managers should not receive these directly and should advise those enquiring to apply to HR'	To ensure that managers never have access to the equal opportunities form.	Sally Morgan	ASAP – when guidelines are reviewed*	
Under 'Creating a shortlist' – add reminder that selection must be made on pre-specified, job related criteria only.	To remind managers of the parameters of fair selection.	Sally Morgan	ASAP – when guidelines are reviewed*	
Under 'Creating a shortlist' – advise managers that the interview letter asks if candidate has any special requirements and if we are notified that this is the case that we will liaise with the manager to make appropriate arrangements.	To raise awareness of the DDA (Disability Discrimination Act) and our responsibilities under this.	Sally Morgan	ASAP – when guidelines are reviewed*	
Under 'Preparing for the interview' add that managers should ask HR for advice if they need help regarding any questions that may be regarded as discriminatory.	To ensure that managers are aware of the assistance that is available and to decrease the chances of discrimination occurring.	Sally Morgan	ASAP – when guidelines are reviewed*	
Under 'Offering the job to the successful candidate' add a note to remind managers about selecting fairly.	To reinforce the parameters of fair selection.	Sally Morgan	ASAP – when guidelines are reviewed*	
Under 'Recruitment Proforma' add note that the JD/PS must accurately reflect the requirements of the job – 1) to ensure that you attract and select the right person for the job and 2) to avoid unfair and unnecessary discrimination.	To reinforce the parameters of fair selection.	Sally Morgan	ASAP – when guidelines are reviewed*	
Consult with disabled community about perceptions of NNDC as an employer and feelings on accessibility of jobs with us	To ensure that we are not doing anything to discourage disabled applicants and to allow us to access this group for our recruitment pool, as a further source of	HR/Communities team?	TBC – liaise with communities team first.	

	skills.			
Work towards gaining 'Positive about disability' symbol.	To promote the Council as a source of employment for the disabled community and to expand our recruitment pool.	HR Officers/Advisers	Ongoing piece of work.	
Change 'Alternatives to recruitment' section to 'Assessing the need to recruit' and include reference to trainees/apprentices.	To encourage younger people who may not yet have experience or people of all ages who do not yet have the relevant experience but have transferrable skills and can be trained in the area. By opening up the entry requirements, more young people may be attracted to the role and this would also help with succession planning and skills shortages.	Sally Morgan	ASAP – when guidelines are reviewed*	
Review the Equality Impact Assessment on an annual basis and a full review every three years; or at the point which the policy is reviewed – whichever is sooner	Continuing commitment to equality, where changes have been made, or new evidence is available	Sally Morgan	When the guidelines are reviewed* or after 12 months – whichever is sooner	
In future, analyse recruitment data further to include a break down in terms of part time/full time status and also by seniority of role.	To see if there are any patterns relating to either of these factors	Sally Morgan	Ongoing in analysis of recruitment data	
Make reference to religious festivals regarding planning interview times/dates	To highlight to managers religious festivals and to increase the number of people from different groups who can attend interviews	Sally Morgan	ASAP – when guidelines are reviewed*	
Review document against best practice documents e.g. stonewall guidance	To review our guidance against best practice and make any improvements possible	Sally Morgan	ASAP – when guidelines are reviewed*	

\*Next review scheduled for June 2010. This will be completed as soon as possible however.

**Appendix C – Recruitment statistics for 01/09/08 – 31/08/09**

Applications			Shortlisted		Application Withdrawn		Successful	
Number		Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>Total of original applicants</b>	427	100	138	32%	19	4%	27	6%
<b>M</b>	253	59.25	68	49.28	7	36.80	11	40.74
<b>F</b>	174	40.75	70	50.72	12	63.20	16	59.26
<b>White British</b>	376	88.06	127	92.03	17	89.47	24	88.89
<b>White Other</b>	4	0.94	1	0.72	0	0.00	1	3.70
<b>Black African</b>	1	0.23	1	0.72	1	5.26	0	0.00
<b>Chinese</b>	2	0.47	1	0.72	0	0.00	1	3.70
<b>Irish</b>	2	0.47	2	1.45	0	0.00	1	3.70
<b>Mixed other</b>	1	0.23	0	0.00	0	0.00	0	0.00
<b>Mixed white Asian</b>	2	0.47	1	0.72	1	5.26	0	0.00
<b>Mixed white Black Caribbean</b>	1	0.23	0	0.00	0	0.00	0	0.00
<b>Pakistani</b>	1	0.23	1	0.72	0	0.00	0	0.00
<b>Not stated</b>	37	8.67	4	2.90	0	0.00	0	0.00
<b>&lt;20</b>	5	1.17	1	0.72	1	5.26	0	0.00
<b>20-29</b>	84	19.67	33	23.91	5	26.32	10	37.04
<b>30-39</b>	64	14.99	21	15.22	3	15.79	2	7.41
<b>40-49</b>	122	28.57	44	31.88	3	15.79	12	44.44
<b>50-59</b>	99	23.19	26	18.84	3	15.79	3	11.11
<b>60-64</b>	19	4.45	3	2.17	1	5.26	0	0.00
<b>65+</b>	3	0.70	3	2.17	2	10.53	0	0.00
<b>Not stated</b>	31	7.26	7	5.07	1	5.26	0	0.00
<b>Disabled - Y</b>	21	4.92	4	2.90	1	5.26	1	3.70
<b>Disabled - N</b>	406	95.08	134	97.10	18	94.74	26	96.30

Source - Cognos reports from HR system

