

<b>REPORT TO:</b>		Management Review Committee	
<b>DATE:</b>		28 November 2017	
<b>PORTFOLIO:</b>		Cllr Gareth Molineux - Resources	
<b>REPORT AUTHOR:</b>		Kirsten Burnett	
<b>TITLE OF REPORT:</b>		Draft Recruitment & Selection Policy	
<b>EXEMPT REPORT (Local Government Act 1972, Schedule 12A)</b>	<b>Options</b>	Not applicable	
<b>KEY DECISION:</b>	<b>No</b>	If yes, date of publication:	

### 1. **Purpose of Report**

- 1.1 To present a draft Recruitment & Selection Policy (Appendix 1).

### 2. **Recommendations**

- 2.1 That Management Review Committee agrees the proposed draft Policy.
- 2.2 That the Committee considers the proposed approach to internal / external advertising, including Unison's view on this.

### 3. **Reasons for Recommendations and Background**

- 3.1 The current Recruitment & Selection Policy (Appendix 2) was agreed in 2009. Although it is still relevant, the policy itself is very lengthy (both the toolkit and framework total 56 pages). There is also some duplication in both the documents.
- 3.2 The policy has been reviewed and edited to make it more concise and practical for managers.
- 3.2 The purpose of the R & S policy is to provide clear guidance on the key stages of the recruitment and selection process.
- 3.3 The updated R & S policy has the following amendments:
- In depth guidance on retaining existing staff, forward planning, and disestablished posts has been removed and replaced with key questions a manager should determine to establish if there is a vacancy.

- More concise guidance on writing a job description and person specification and job evaluation considerations.
- Allows for internal only advertising of vacancies in the first instance for at least 5 days, unless (i) there are exceptional reasons for placing an external advert or (ii) the role is at service manager level or higher. This is intended to give opportunities to existing staff at a time when savings need to be made (this may provide development / promotion and / or allow another post to be deleted). However, women, people with disabilities and BME groups are under-represented at the senior level. External recruitment into leadership posts can also bring fresh perspectives which help us deliver and improve services at a challenging time.

Please note that Unison disagree with this approach and believe that all vacancies should be advertised internally first. Representatives will attend the Committee meeting to put this argument forward to members.

- Simplified the interview scoring matrix and guidance on devising the questions.
- 3.4 The new draft reflects the same underlying principles and complies with the statutory and legislative requirements.
- 3.5 The updated R & S policy will provide an opportunity to train all managers on how to recruit effectively.

#### **4. Alternative Options considered and Reasons for Rejection**

- 4.1 The existing policy could be retained but is lengthy and difficult for managers to follow. The updated R & S policy is shorter in length but still retains the key stages to ensure that recruitment decisions are fair and effective.

#### **5. Consultations**

- 5.1 The draft policy has been sent to all recognised trade unions for consultation and agreed by Management Team.

#### **6. Implications**

<b>Financial implications (including any future financial commitments for the Council)</b>	There will be training for managers who recruit, some of which will be purchased externally. This will be funded by the corporate training budget.
<b>Legal and human rights implications</b>	The policy guidance ensures that employees follow good management practice and adheres to the relevant legislation as outlined in the policy.
<b>Assessment of risk</b>	N/a

<p><b>Equality and diversity implications</b>  A <a href="#">Customer First Analysis</a> should be completed in relation to policy decisions and should be attached as an appendix to the report.</p>	<p>A CFA is attached.</p>
---	---------------------------

7. **Local Government (Access to Information) Act 1985:**  
**List of Background Papers**

## **1. Purpose**

- What are you trying to achieve with the policy / service / function?

To provide clear guidance on the recruitment and selection of employees to ensure that processes are objective, fair and comply with legislative requirements.

- Who defines and manages it?

HR, line managers and all employees have responsibilities, overseen by HR.

- Who do you intend to benefit from it and how?

The organisation and job applicants should benefit from clear guidelines on how to recruit fairly, objectively and without bias.

- What could prevent people from getting the most out of the policy / service / function?

Not following the guidance and receiving complaints of bias in the recruitment process which could affect the reputation of the council as a fair employer.

- How will you get your customers involved in the analysis and how will you tell people about it?

We have consulted with unions and managers on the new R & S policy.

## **2. Evidence**

- How will you know if the policy delivers its intended outcome / benefits?

By recruiting the right candidates for vacancies within the Council with the right skills and abilities.

- What existing data do you have on the people that use the service and the wider population?

Data is evaluated on the ethnic breakdown of job applicants and those who are appointed. The latest data shows that 88% of applicants who apply for jobs are white-British and 7.8% are ethnic minority. This highlights a disparity in attracting applicants from ethnic minorities as the 2011 records 12.3% BME population in Hyndburn. However, national statistics show that lower numbers within BME groups are recorded as being economically active therefore available for work.

The existing policy allows job applicants to complain about any unfairness in the recruitment and selection process and there have been a low number of formal complaints received in the last few years. Poor recruitment decision can also become evident within the probation period and there has been no termination of contracts as a result of unsuccessful completion of probationary period over the last few years. Probationary periods are monitored for up to 6 months after employment.

**Equality Workforce profile by pay bands as at 31<sup>st</sup> March 2017.**

Salary Band	Total	BME	Disability	Female	Average Age
Chief Officer/Director	10	0	0	3	51.8
Scp 47-50	5	0	0	2	52.4
Scp 32-45	60	0	6	27	49.03
Scp 18-31	183	9	14	80	45.02
Scp 1-17	29	0	3	17	53.10

- What other information would it be useful to have? How could you get this?

It would be useful to gain feedback from applicants on the application /interview process. ICT are currently intending to launch a new online application form. As part of this process, it would be more straightforward to send surveys to applicants to gain feedback on the application and interview process so that this can be evaluated and improved where necessary.

- Are you breaking down data by equality groups where relevant (such as by gender, age, disability, ethnicity, sexual orientation, marital status, religion and belief, pregnancy and maternity)?

Yes, this is documented in the workforce survey which is produced every year. These are available online at this link: <https://www.hyndburnbc.gov.uk/download-package/workforce-profile/>

### 3. Impact

- Are some people benefiting more – or less - than others? If so, why might this be?

There is evidence that ethnic minorities are not applying for jobs in the numbers we would expect compared with the percentage of residents within the Borough. However, there is no clear data as to the numbers within this group who are actively seeking work to show a clear comparison. Action has been taken to try to address this by ensuring our vacancies are advertised in local community centres to target local ethnic minorities.

At senior levels, there is a disproportionate number of white, male, non-disabled staff. This contributes to a wider gender pay gap at that level.

### 4. Actions

- Consult on new policy.
- Work is ongoing to examine specific vacancies to establish any underlying reasons for BME representation to improve.
- Look at ways to increase diversity at senior levels.

**Name: Joanne Wolfendale**

**Service Area: HR**

**Dated: 28th February 2017, updated 15 November 2017**