

Equality Analysis (EA)

Human Resources

Recruitment & Selection of University Staff

A. Policy/practice details

1. The title of the policy being analysed.

Recruitment & Selection of University Staff

The analysis covers the recruitment activity for 'core University staff' from the point that a post has been vacated through to the completion of pre-commencement checks and the issuing of a contract of employment.

Core staff refers to staff appointed on regular /substantive contracts which are either open-ended or fixed term over 3 months. These are staff who receive regular payments based on an annual salary through the payroll.

The analysis covers HR policy, process and practice and departmental practice.

2. Please explain the main purpose of the policy being analysed.

To provide a systematic framework for the recruitment and selection of staff to the University.

The procedures have been designed to provide ways to assess and appoint the most appropriate person for each approved vacancy while ensuring that all individuals are treated with fairness and sensitivity.

3. Who will be affected?

Recruiting managers

HR staff

Potential applicants for jobs

Applicants for jobs

4. Aspects of the policy that particularly impact on equality and diversity.

The key aspects are:

Development of job description and person specification,
 Advertising content and process,
 Shortlisting of candidates,
 Interview process and selection of preferred candidates, and
 Pre-commencement checks.

B. Analysis

5. Please indicate evidence used and the process by which you have arrived at your conclusions.

Please see attached document at annex 1.

6. Risk of adverse impact on protected groups.

	High impact	Medium impact	Low impact
Age		x	
Disability		x	
Gender		x	
Pregnancy/Maternity		x	
Race/ethnicity		x	
Religion/belief		x	
Sexual Orientation		x	
Transgender		x	
Marriage/civil partnership		x	

C. Mitigating potential adverse impact

7. Conclusions and recommendations for amendments to the policy/practice. *Please give an outline of the key actions based on any gaps, challenges, priorities and opportunities you have identified.*

A. Development of job description (JD) and person specification (PS)

Existing controls:

- Template JD & PS and guidance
- Generic best practice JDs & PSs for certain roles
- Guidance on writing a suitable JD & PS which explains discrimination risks and how to avoid these.
- Charing Recruitment Panel training (for all chairs of recruitment panels) includes developing a non-discriminatory JD & PS.
- Checking process in Human Resources (HR) for assessing suitability of JDs & PSs before job is advertised.

Additional controls proposed:

- development of generic JD and PS for academic roles (Teaching Fellow, Research Officer and Fellow, Lecturer, Senior Lecturer, Reader, Professor).
- regular (annual) analysis is carried out on the profile of applicants for jobs with the profile of appointed candidates and any issues identified should warrant further examination.
- that a fuller examination of recent recruitment statistics is carried out to understand the extent and the reasons for the relative differences between the ethnic composition of applicants and appointees

B. Advertising Content and Process

Existing controls:

- requirement in the Recruitment Code of Practice for all posts to be advertised ,usually internally & externally.
- Positive about Disability (two- ticks) and Athena Swan schemes indicated in adverts and University Jobsite
- Charing Recruitment Panel training (for all chairs of recruitment panels) includes advertising practice to avoid discrimination.

- all jobs advertised in Job Centre Plus
- check of advert content by HR to ensure no discriminatory language used before job is advertised.

Additional controls proposed:

- new guidance on writing adverts for managers which includes how to avoid unlawful discrimination.
- Chairing Recruitment Panel training will refer to the Marshall E and D training
- review of application form to incorporate feedback from applicants in particular on the 'education' section
- regular assessment through a quarterly audit of feedback from candidates to identify potential discrimination issues.
- guidance developed for the recruitment of academic (in particular professorial) staff

C. Shortlisting of applicants

Existing controls:

- Recruitment Code of Practice states that “candidates for interview must be shortlisted against the criteria set out in the person specification for the vacancy. No other criteria may be used. Disabled candidates who meet the essential criteria of a person specification are guaranteed an interview in line with the ‘Two-ticks’ Disability Symbol Scheme”.
- guidance for managers on shortlisting candidates
- standard documentation (available through both hard copy and online shortlisting) to ensure fair reasons for non-selection of candidates are identified and documented.
- Two-ticks practice is managed through the recruitment process (identifying to shortlisting manager any two-ticks candidates.)
- recruitment process withholds information on requirement for CoS / Visa at the shortlisting stage.
- all monitoring information is excluded from recruiting managers throughout the recruitment process.
- Chairing Recruitment Panel training (for all chairs of recruitment panels) includes how to shortlist and avoid unlawful discrimination.

Additional controls proposed:

- additional guidance on pre-shortlisting visits and contacts which formalises the process for professorial and other academic staff recruitment.

D. Interview process and selection of successful candidate

Existing controls:

- Code of Practice sets out requirements on selection methods, interview arrangements and composition of interview panels.

- chairing recruitment panel training (for all chairs of recruitment panels) includes selecting staff in a non-discriminatory way.

- opportunity given to shortlisted candidates to identify any additional needs for the interview / selection process and HR inform the panel chair of any requests made.

- Recruitment Administrator checks that panel interview chair has completed recruitment chair training.

Additional control proposed:

-additional guidance for managers in selection methods and avoiding unlawful discrimination.

- E. Pre-commencement checks

Existing controls:

-health questionnaire is provided to the preferred candidate after the offer of employment has been made.

-any reasonable adjustments to enable the offered candidate to be able to carry out the role are considered and made through the health clearance process.

- Additional controls proposed:

-improved guidance to recruiting managers on the pre-commencement process including eligibility to work in the UK and Rehabilitation of Offenders.

-guidance which has been developed on starting salaries to be added to HR web pages.

8. Timescale for implementation of changes or introduction of new policy.

Please see attached plan at annex 2

D. Publication

9. Final reporter:

Deborah Griffin, HR Manager

10. Date: 16 May 2012

11. Review date: May 2015