

Cabinet (Resources) Panel

28 March 2017

Report title	Recruitment and Selection Policy	
Decision designation	AMBER	
Cabinet member with lead responsibility	Cllr Milkinder Jaspal Governance	
Key decision	No	
In forward plan	No	
Wards affected	N/A	
Accountable director	Kevin O'Keefe, Director of Governance	
Originating service	Human Resources	
Accountable employee(s)	Denise Pearce	Head of Human Resources
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Report to be/has been considered by	Strategic Executive Board	14 March 2017
	Joint Consultative Panel	8 December 2016
	Equalities Advisory Group	14 March 2017

Recommendations for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Approve amendments to the Recruitment and Selection Policy to require that:
 - all interview panel members have undertaken unconscious bias training.
 - all interview panels have at least three-panel members and be gender diverse with any exceptions being agreed with the Head of Human Resources.
 - all interview panel members undertake refresh training on recruitment and selection every three years.

1.0 Purpose

- 1.1 To seek Cabinet (Resources) Panel support for the proposed changes to the Recruitment and Selection Policy and Managers Guidance to further support the Council's commitment to recruit, retain and develop employees from a wide range of backgrounds and ensure equality in employment practices.

2.0 Background

- 2.1 Although considerable work has been undertaken to develop a diverse workforce, particularly in relation to bringing in younger people through the graduate programme and the apprenticeship scheme, data from the equality monitoring reports indicates that there is an under-representation of black, Asian and minority ethnic (BAME) employees and those with disabilities. The workforce data below shows the profile of the workforce over the period 1 April 2015 to March 16.

	Council		W'ton (Working Age Population)	
	n	%	n	%
White	3270	71.87%	108,268	64%
BAME	1087	23.89%	60,643	36%
Unknown	193	4.24%		

Disability	Council		W'ton (Working Age Population)	
	n	%	n	%
Yes	87	1.91%	24,476	14.49%
No	4250	93.49%	144,435	85.51%
Unknown	209	4.60%		

- 2.2 To make the workforce more diverse so that Council employs the best people to undertake job roles, it has been identified that further steps need to be undertaken.
- 2.3 490 recruiting managers from all levels of the Council attended an unconscious bias workshop during February 2017 to support them to understand and challenge their biases and make them aware of how this can have a negative impact in the decision-making process. This negativity can impact an organisation and its culture and managers need to learn how to develop strategies to reduce the undesirable effects of unconscious biases. This awareness will help to make improvements in decisions being made in the recruitment and selection process and in relation to probation, capability, disciplinary and grievance processes.

3.0 Policy

3.1 Following a business review of HR Advice at the end of 2015, the end to end recruitment and selection process was reviewed to streamline the process making it more efficient and effective by minimising the number of handoff between people and systems.

3.2 The Recruitment and selection policy and managers guide have been revised to incorporate the changes made to policy and process which include the following:

- Automated invite to interview in real time once a candidate is shortlisted for interview by the recruiting manager
- Interview scheduling implemented allowing candidates to book an interview slot which is convenient to them
- All pre-employment forms completed by the successful candidate online
- Notification of appointment form built into TalentLink
- Conditional and formal offer letter of appointment generated within TalentLink
- Interview panel members being recorded within TalentLink
- Managers guidance and checklist updated on how to undertake eligibility to work checks at interview and retain copies of documentation
- Reference process updated: internal candidates in the same Directorate reference not required unless recruiting manager requests one; internal candidates moving to another Directorate required to provide one reference and external candidates who have been in the current position for at least three years only require one reference. All safeguarding and legal post will require external candidates to provide two references regardless of length of period in post.
- Workshops have been delivered to recruiting managers on changes in process
- Manager Self Service process designed and being piloted to allow managers to upload vacancy and advert details directly in TalentLink.

3.3 Point 8.5 of the Policy brings in the requirement to have at least three interview panel members and only in exceptional circumstances an interview panel of two members which must be agreed in advance with the Head of HR. All interview panel members must have undertaken Unconscious Bias training and undertaken recruitment and selection training which must be refreshed every three years.

3.4 Point 8.6 of the Policy requires recruiting managers to ensure that the interview panel is gender diverse and endeavour to make the Panel as diverse as possible in terms of the Protected Characteristics introduced by the Equality Act, and especially in terms of race.

4.0 Financial implications

4.1 A significant number of recruiting managers received training throughout February. Further externally run workshops are planned to meet demand in the short term. The intention moving forwards is to provide in house training facilitated through a 'train the trainer' programme. The cost of all of this is anticipated to be in the region of £15,000 and will be funded from the £440,000 budget set aside for Corporate Training.

[GE/15032017]

5.0 Legal implications

- 5.1 The changes in policy further support the Council in its obligations under the Equality Act 2010.
[TC/14032017/Q]

6.0 Equalities implications

- 6.1 The changes in policy and procedure will support the City of Wolverhampton Council's commitment to eliminate discrimination and develop a diverse, inclusive workforce and reach the 'Achieving' and 'Excellent' status of the Equality Framework for Local Government.

7.0 Environmental implications

- 7.1 There are no environmental implications as a consequence of this policy.

8.0 Human resources implications

- 8.1 Consultation has been undertaken in accordance with HR procedures. The policy supports best practice in employment / Human Resources procedures.

9.0 Corporate landlord implications

- 9.1 This report has no implications for the Council's property portfolio.

10.0 Schedule of background papers

- 10.1 Recruitment Policy