

### Screening/Scoping Pro Forma

<b>Section</b>	<b>Human Resources</b>	<b>Officer responsible for the screening/scoping</b>				
<b>Name of Policy to be assessed</b>	<b>HR Induction (including Probation) Procedure</b>	<b>Date of Assessment</b>	<table border="1"> <tr> <td>March 2009</td> <td><b>Is this a proposed new or existing policy/procedure/practice?</b></td> <td>Existing</td> </tr> </table>	March 2009	<b>Is this a proposed new or existing policy/procedure/practice?</b>	Existing
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<b>1. Briefly describe the aims, objectives and purpose of the policy/procedure/practice?</b>	To ensure the earliest orientation of a new employees into their role and to ensure that they achieve optimum effectiveness and productivity in the shortest possible time. The induction process also serves to give all employees a consistency of information and attention in the critical early stage of their career.					
<b>2. Are there any associated or specific objectives of the policy/procedure/practice? Please explain.</b>	The process helps confirm the suitability of the employee who was identified, through the recruitment & selection process, as the most suitable applicant for the post.					
<b>3. Who is intended to benefit from this policy and in what way?</b>	<p>The new employee - to give them a sense of 'belonging' at an early stage and to help develop their commitment to their new employer.</p> <p>The line management by supporting the new employee to achieve optimum effectiveness at an early stage.</p> <p>The Council as a whole in helping to support the overall effectiveness of all of the Council's services.</p> <p>The HR service as a means of helping to monitor the effectiveness of the recruitment &amp; selection procedures.</p>					
<b>4. What outcomes are wanted from this policy/procedures/practice?</b>	Contented, effective and productive workforce and a level of turnover considered to be acceptable – 7 to 8%					

<p><b>5. What factors/forces could contribute/detract from the outcomes?</b></p>	<p>Making appointments of the 'best' candidate when that candidate does not meet the person specification in full.</p> <p>Line managers play a pivotal role in the induction of new staff. The desired outcomes could not be achieved in full if line managers were not effective in inducting new staff.</p> <p>The absence of procedures to ensure that the induction activities of managers are monitored.</p>		
<p><b>6. Who are the main stakeholders in relation to the policy?</b></p>	<p>The Council</p> <p>Line Management</p> <p>Individual employees</p>	<p><b>7. Who implements the policy, and who is responsible for the policy?</b></p>	<p><b>Line Managers and HR implement the policy. HR 'owns' the policy</b></p>
<p><b>8. Are there concerns that the policy <u>could</u> have a differential impact on racial groups?</b></p>	<p>Y</p>	<p><del>N</del></p>	<p>The procedure is designed to be applied consistently and uniformly Special provisions have been made for identified ethnic groups – e.g. health and safety induction materials have been translated into Polish for use at the depot where there are a number of Polish workers. There is no indication that consideration is given to what special provisions could be necessary for an individual from a minority ethnic group in undertaking the induction.</p>

<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>There is no direct evidence that people from minority ethnic groups have been disadvantaged during their induction. Resignations within the probation period could be a source of such evidence. There is a set procedure for exit interviews and a form to be completed and returned to HR whether the employee chooses their line manager or HR to conduct the interview. However, this is optional for the employee and, in practice, there is not a consistent approach to the conduct of exit interviews and, where these are carried by line managers, the information is not necessarily returned to HR. The re-launching of exit interviews including a process for HR to check for their completion and recording would be a positive step.</p> <p>The feedback/evaluation form completed after training is another source of evidence and the form will be reviewed and adapted to ensure that trainees have the opportunity to identify barriers.</p> <p>Also, there is no monitoring of the consistency and effectiveness of the line manager in carrying out their responsibilities in the induction process and, as such, no counterbalance to possible discriminatory approaches by the line manager.</p>	
<p><b>9. Are there concerns that the policy <u>could</u> have a differential impact due to gender?</b></p>	<p><b>Y</b></p>	<p><b>N</b></p> <p>The procedure is designed to be applied consistently and uniformly but there is no indication that special provisions are considered and raised, for a male or female who starts work in an area in which the significant majority of the members of the local workforce are persons of the opposite gender, in order that their integration into the team happens quickly and effectively.</p>

<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>There is no direct evidence that males or females have been disadvantaged during their induction. Resignations within the probation period could be a source of such evidence. There is a set procedure for exit interviews and a form to be completed and returned to HR whether the employee chooses their line manager or HR to conduct the interview. However, this is optional for the employee and, in practice, there is not a consistent approach to the conduct of exit interviews and, where these are carried by line managers, the information is not necessarily returned to HR. The re-launching of exit interviews including a process for HR to check for their completion and recording would be a positive step.</p> <p>The feedback/evaluation form completed after training is another source of evidence and the form will be reviewed and adapted to ensure that trainees have the opportunity to identify barriers.</p> <p>Also, there is no monitoring of the consistency and effectiveness of the line manager in carrying out their responsibilities in the induction process and, as such, no counterbalance to possible discriminatory approaches by the line manager.</p>	
<p><b>10. Are there concerns that the policy <u>could</u> have a differential impact due to disability?</b></p>	<p><b>Y</b></p>	<p><b>N</b> The procedure is designed to be applied consistently and uniformly but there is no indication that special provisions are made for a disabled person. The requirement to attend mandatory induction programmes may require special provisions for people who have certain disabilities although it is presumed that these would be catered for in the same way as in the case of any other 'off-the-job' training, i.e. when joining instructions are sent out they ask the recipient to make HR aware if they have any special needs to attend the course. This will be reinforced on the induction invitation.</p>

<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>There is no direct evidence that disabled people have been disadvantaged during their induction. Resignations within the probation period could be a source of such evidence. There is a set procedure for exit interviews and a form to be completed and returned to HR whether the employee chooses their line manager or HR to conduct the interview. However, this is optional for the employee and, in practice, there is not a consistent approach to the conduct of exit interviews and, where these are carried by line managers, the information is not necessarily returned to HR. The re-launching of exit interviews including a process for HR to check for their completion and recording would be a positive step.</p> <p>The feedback/evaluation form completed after training is another source of evidence and the form will be reviewed and adapted to ensure that trainees have the opportunity to identify barriers.</p> <p>Also, there is no monitoring of the consistency and effectiveness of the line manager in carrying out their responsibilities in the induction process and, as such, no counterbalance to possible discriminatory approaches by the line manager.</p>		
<p><b>11. Are there concerns that the policy <u>could</u> have a differential impact due to sexual orientation?</b></p>	<p>¥</p>	<p>N</p>	<p>The Council does not, currently, monitor for sexuality and it would be difficult, therefore, unless the information is volunteered, to identify discrimination on grounds of sexuality.</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>The absence of monitoring data does not mean that there is not discrimination on sexuality grounds. Certainly the potential is there but it is unlikely to be identified as such unless and until the Council starts monitoring the sexuality of its staff.</p>		
<p><b>12. Are there concerns that the policy <u>could</u> have a differential impact due to their age?</b></p>	<p>¥</p>	<p>N</p>	<p>The consistent and uniform application of the policy should not create discrimination on grounds of age.</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>There is no direct evidence that people from a specific age group have been disadvantaged during their induction.</p>		

<p><b>13. Are there concerns that the policy <u>could</u> have a differential impact due to their religious belief?</b></p>	<p>¥</p>	<p><b>N</b></p>	<p>The Council does not, currently, monitor for religion or belief and it may be difficult, therefore, unless the information is volunteered, to identify discrimination on grounds of religion or belief. However, it may be obvious in some particular faiths that require, for example, prayers at particular times of the day. The induction process does not require, specifically, that religious needs be accommodated. Any particular needs, eg for prayer during working hours, would normally have been discussed with the line manager at interview.</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>There is no direct evidence that people from a specific religious group have been disadvantaged during their induction and it is considered unlikely that such discrimination would occur.</p>		
<p><b>14. Are there concerns that the policy <u>could</u> have a differential impact due to them having dependants/caring responsibilities?</b></p>	<p>Y</p>	<p><b>N</b></p>	<p>The greater probability is that carers are both female and part-time. The procedure is designed to be applied consistently and uniformly but there is no indication that special provisions are made for a part-time staff to attend off-the-job induction programmes that continue for a whole day. It is presumed that these would be catered for in the same way as in the case of any other 'off-the-job' training. The Corporate induction programme is one morning rather than full day which helps to accommodate part-time workers, the majority of whom work mornings to fit in with child care commitments. However, at least one of the mandatory training programmes that form part of the induction is a whole day course. Organising corporate induction days on different days of the week would ensure that part-time staff who have a regular work pattern of attending on specific days of the week do not miss out.</p>

<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>There is no direct evidence that carers have been disadvantaged during their induction because they are both female and part-time. It would help to know the incidence of part-time staff failing to attend induction programmes to identify whether there was discrimination against carers.</p> <p>Since July this year, a spreadsheet has been maintained to ensure that all staff attended the corporate induction and the related mandatory programmes and that no one slips through the net. This spreadsheet will be used proactively to see whether categories of staff have difficulty in arranging attendance.</p>	
<p><b>15. Are there concerns that the policy <u>could</u> have a differential impact due to them have an offending past?</b></p>	<p>¥</p>	<p><b>N</b> There is not considered to be a likelihood that an ex-offender would suffer discrimination whilst going through the induction process for the sole reason that they were an ex-offender.</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>		
<p><b>16. Are there concerns that the policy <u>could</u> have a differential impact due to them being Transgender or transsexual?</b></p>	<p>¥</p>	<p><b>N</b> The Council does not, currently, monitor for transgender people and it may be difficult, therefore, unless the information is volunteered, to identify discrimination on grounds of a person being transgender.</p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>		

<p><b>17. Could the differential impact identified in 8-16 amount to there being the potential for adverse impact in this policy/procedure/practice?</b></p>	<p>Y</p>	<p><del>N</del></p>	<p>Briefly, the absence of comprehensive monitoring arrangements means that the potential for discrimination is there during the induction process. This is a policy that touches all of Guilford's employees but it covers such a small element of their working life that it is likely that any negative impact would be transient. The impact could, though, be marked if it resulted in the employee leaving the service. In addition all managers carrying out inductions have themselves been on compulsory equalities training so should have an awareness and understanding of the needs of others and be sensitive to this in the way they conduct the induction. However, there is no process to monitor the effectiveness of the on-the-job induction which is likely to have a more lasting impact on the individual. Consideration will be given to how this may be done in a positive way.</p>
<p><b>18. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</b></p>	<p>¥</p>	<p>N</p>	<p>No. There would be no conflicting requirements across the 6 equality strands arising out of the induction process</p>
<p><b>Business improvement</b></p> <p><b>19. Is there any concern that there are unmet needs in relation to any of the above groups?</b></p>	<p>Y</p>	<p><del>N</del></p>	<p>The absence of specific requirements on 'inducters' to recognise different needs during the induction process may reflect an unmet need.</p>
<p><b>20. Does differential impact or unmet need cut across the equality strands (e.g. elder BME groups)?</b></p>	<p>¥</p>	<p>N</p>	<p>No. There are no strong differences between the different equality strands relating to the induction process</p>



<p><b>21. If yes, should the full EIA be conducted jointly with another service area/contractor/partner/agency?</b></p>	<p>¥</p>	<p>N</p>	
<p><b>22. Is there a missed opportunity to improve your business in relation to any of the policies, procedures or practices to promote racial, gender, disability, age, sexual orientation, religion or belief equality?</b></p>			<p>The induction process should help new recruits to orientate quickly and in a positive way. It has a key role in furthering the Council's equality agenda. The essential change is to create greater awareness of the differences arising from the six equality strands and to apply that in the context of the consistency of application of the induction process. This could begin with a reinvigoration of the induction process in all of its manifestations.</p>

<b>23. Should the policy proceed to a full equality impact assessment?</b>	<b>Y</b>	<b>N</b>		<del>Yes</del>	<b>No</b>
			<b>24.</b> A full EIA is not considered necessary. There are adjustments that can be made that fall within a consistent framework with the primary need being to recognise the differences that people from the six equality strands bring to the induction process.		

**Signed**  
**(completing officer)** ..... **Date** March 2009

**Signed**  
**(Head of Section)** ..... **Date**

**Countersigned**  
**(Corporate Diversity/Diversity/Policy Team)** ..... **Date** March 2009