Equality Impact Assessment (EqIA)

## Skills Development Scotland has a legal duty to consider the impact of any new ‘policy’ on equality groups. A ‘policy’ in this context is taken to mean any new activity, function, policy or product, essentially anything that SDS does. Assessing impact includes considering relevant evidence, including evidence received from equality groups and the likelihood of a positive or negative impact on equality groups of introducing that new product, project or policy. The final section of this form requires us to think about how negative consequences can be mitigated against or removed, and how potential positive impacts can be encouraged. Equality impact assessment helps SDS meet its obligations under the Equality Act 2010. In addition, SDS took the decision to use the impact assessment process to make progress as a Corporate Parent in relation to care experienced young people, which is a component part of the Children and Young People (Scotland) Act 2014. The process might also be used to consider other groups that SDS has evidence of experiencing discrimination or underrepresentation.

For more detailed information about equality impact assessment, please see EHRC guidance here:

<https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities>

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| **Name of EqIA** (e.g. directorate, large project or service) | HR Performance and Planning - Resourcing |
| **Senior Responsible Officer (SRO):** name and job title | Andrea Muirhead, HR Workforce Planning Manager |
| **Does your project link to any other** [**published EqIAs**](https://www.skillsdevelopmentscotland.co.uk/publications-statistics/publications/?page=1&topic%5b%5d=3-6&order=date-desc)**?**  If so please provide the name of the EqIA (e.g. WBL) | HR Performance and Planning – HR Assistants  [Organisation Development and Young Talent](https://www.skillsdevelopmentscotland.co.uk/media/47309/sds-equality-impact-assessment_organisational-development_.pdf) |

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| **Approved by:** | **Director of:** | **Date approved:** | **Review date:** |
| Signed: | Human Resources | 11th May 2022 | 11th May 2025 |

1. **Purpose of project, policy or product**

Provide details of what is being impact assessed below, including the target audience for this project:

At SDS we are ambitious about equality, diversity and inclusion, we’re keen that SDS reflects the people of Scotland and is an environment where people can be themselves. The Resourcing team with HR Performance and Planning are committed to providing recruitment service, systems and processes which are accessible and attract, assess and select a diverse range of candidates into and within SDS.

Equality and Diversity is considered within the development of our attraction, assessment and selection processes and procedures from the outset to ensure they are fair, transparent and free from bias.

The key objective of this Equality Impact Assessment is to ensure that the service, systems and processes provided by the Resourcing team meets the needs of all candidates and employees, including minority groups. That it identifies and implements best practice in terms of equality throughout the recruitment process.

The HR policies which are utilised by the Resourcing team to provide their services will not be included as they will have a separate Equality Impact Assessment. There will also be separate Equality Impact Assessments for the HRA Team which also sits within HR Performance and Planning and the Young Talent Team which covers the recruitment of individuals on to our Young Talent programmes.

1. **Evidence and Impact**

This section considers the impact on each of the equality groups in turn.

* 1. **Age**

**Context:** SDS Age profile (2021) 5% under 24, 38% over 50

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| If jobs specify many years of experience or indirect language like “extensive experience”, this could discriminate on young people.  With a focus on youth recruitment is there an unintended consequence on older employees applying for specific roles. If JDs use youthful language may also put older applicants off applying. This includes language in Job Titles | Evidence Review  Mainstreaming Report  Grade analysis of senior roles | Remove any referenced to years of experience required  Junior and Senior is used only if industry standard and relates to role status and not age related.  Resourcing Advisors review all job descriptions and adverts for equality considerations  Anonymous applications in place so hiring manager does not explicitly know the age of candidates | Review and update job description and advert guidance to creation of JDs challenging Industry Standard concepts which may have equality considerations (such as Junior Developer), considering best practice  Provide updated guidance relating to age related references or language and potential bias in adverts/job descriptions  Consider any barriers which our advert wording may have on attracting individuals in different age categories  Network consultation and input, including our Youth Board  Provide updated guidance relating to age related references or language and potential bias in adverts/job descriptions |
| Interview panel age profile may put off potential candidate progressing their application – if the same or significantly different to candidates |  |  | Consider the age mix of interview panel members to ensure there is no built in age bias |

* 1. **Disability**

**Context:** 7% of SDS employees are disabled (2021)

Recruitment opportunities are open to all regardless of whether they have a known/unknown disability (visible or invisible)

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Disabled people are less likely to be successful in recruitment and are underrepresented in the SDS workforce | Equality Evidence Review  Workforce Diversity Data 2020  Number of applicants applying through Disability Confident Employer scheme | We actively seek to recruit disabled people through our Disability Confident guaranteed interview scheme for disabled people who meet the minimum job criteria.  SDS employ a Development Coach (ASN) to support disabled people.  Establish any reasonable adjustments which may be required as part of the recruitment and selection process  We use inclusive and accessible recruitment practices  Unconscious bias eLearning and module with recruitment training for all people managers to address potential for bias in the recruitment process.  Unconscious bias reminders in the recruiting manager short listing and interview forms  Individuals on long term sick still have access to job vacancies  Job vacancy page contains stories from a diverse range of employees | Continue to raise awareness of inclusive recruitment practices and the benefits of having a diverse workforce  Update Diversity section of the Application section on e:Recruiter to add that managers are also unable to see Diversity monitoring information  Continue to learn from and adopt and develop inclusive recruitment practices  Monitor recruitment statistics for underrepresented groups to identify any positive or negative trends in relation to successful appointments of underrepresented groups |
| Job Descriptions and job adverts should not contain elements which could negatively impact disabled candidates unless essential |  | Job descriptions and adverts are reviewed prior to publication to ensure elements such as a requirement for driving license are essential for the role, if not they are removed | Raise awareness of elements which can be discriminatory with a job description or job advert |
| Application process must be accessible to anyone with ASN or who is disabled |  | SDS website contains an Accessibility statement: our website aims to offer equal access to services and information and functionality to all visitors | Review accessibility of e:Recruiter to ensure it is compliant with our Accessibility statement |
| Candidates are asked to complete an Equality monitoring form as part of their application process | Statement on Equality monitoring form | Equality monitoring information is confidential and not disclosed to recruiting managers | Utilise Equality monitoring to identify trends in our appointment of individuals from underrepresented groups and review and adapt recruitment practices as appropriate |
| Recruitment assessments must be inclusive and free from bias | Number of hires as a ratio of applications for disabled candidates | Adopt best practice in relation to inclusive recruitment practices  Offer reasonable adjustment to candidates as appropriate | Continue to learn from and adopt and develop inclusive recruitment practices  Monitor recruitment statistics for underrepresented groups to identify and positive or negative trends in relation to successful appointments of underrepresented groups |
| e:Recruiter must be accessible for recruiting managers and panel members |  | Screen reader | Update our application process information to advise that alternative application processes are available if required. |
| Availability of part-time opportunities would potentially have a positive impact on the number of disabled people we are able to recruit | Evidence that disabled employees require more flexibility in working hours |  | Consider whether all opportunities could be filled on a part-time, job share or full-time basis and advertise as appropriate  Consider use of Happy to Work Flexibly banner on all adverts |

* 1. **Gender reassignment** (sometimes under heading of Transgender)

**Context:** Under 10 employees identify as transgender (2021)

Recruitment opportunities are open to all regardless of whether they are Transgender

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Candidates are asked to complete an Equality monitoring form as part of their application process, but, may not want to disclose during the application process that they are transgender as they fear they will be discriminated against | Statement on Equality monitoring form | Equality monitoring information is confidential and not disclosed to recruiting managers  Transgender e:learning module available for all employees  Mandatory data breach training completed by all employees every 3 years | Utilise Equality monitoring to identify trends in our appointment of individuals from underrepresented groups and review and adapt recruitment practices as appropriate  Review and update, if required, all standard correspondence to incorporate gender neutral language |

* 1. **Marriage and civil partnership**

**Context:** Recruitment opportunities are open to all regardless of whether they are married or in a civil partnership. We have reviewed this and do not believe there is a potential impact on this group.

* 1. **Pregnancy and maternity**

**Context:** Recruitment opportunities are open to all regardless of whether they pregnant or on maternity leave

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Employees on maternity leave may not have access to job opportunities | The number of pregnant employees or those on maternity leave appointed. | Continue to provide access to IT kit and accounts during maternity leave, so employees on maternity leave have access to Job Vacancies on Connect. Also information included in Maternity letter.  We have appointed pregnant candidates and recruited a backfill for their maternity leave. | If vacancies are only open to a closed group, maternity leavers in that group should be included.  Review job alerts to ensure they can be set up for maternity leavers.  Develop specific guidance on the appointment of pregnant candidates or those on maternity leave. |

* 1. **Race**

**Context:** 2% of SDS colleagues are from a minority ethnic community (2021)

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Candidates are attracted to organisation where they can see employees similar to themselves | BAME Allies Network Consultation | Applications are anonymised; personal details of candidates are not provided to recruiting managers are shortlisting stage  Equality information is confidential and not shared with recruiting manager  Job vacancy page contains stories from a diverse range of employees | Minority Ethnic colleagues invited to take part in the recruitment and selection training and process as a panel member  Review of recruitment practices to increase the success of minority ethnic candidates  BAME Allies Network are involved in the future promotion of vacancies including recruitment events aimed at Minority Ethnic colleagues and those from Minority Ethnic communities |
| We do not have representation of minority ethnic employees which is equal to the working population of Scotland | [SDS EDRM 2021](https://www.skillsdevelopmentscotland.co.uk/media/47776/equality-report-2021_final_050521_2.pdf) | Unconscious bias eLearning and module with recruitment training for all people managers to address potential for bias in the recruitment process.  Unconscious bias reminders in the recruiting manager short listing and interview forms | Review of recruitment practices to increase the success of minority ethnic candidates  Planned review of recruitment practices with a lens on race, by an external expert race organisation |
| Candidates are asked to complete an Equality monitoring form as part of their application process | Statement on Equality monitoring form | Equality monitoring information is confidential and not disclosed to recruiting managers | Utilise Equality monitoring to identify trends in our appointment of individuals from underrepresented groups and review and adapt recruitment practices as appropriate |

* 1. **Religion or belief**

**Context:** Recruitment opportunities are open to all regardless of their religion or beliefs

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Candidates are asked to complete an Equality monitoring form as part of their application process | Statement on Equality monitoring form | Equality monitoring information is confidential and not disclosed to recruiting managers | Utilise Equality monitoring to identify trends in our appointment of individuals from underrepresented groups and review and adapt recruitment practices as appropriate |
| If interviews fall on a specific religious celebration/event, some individuals may not be able to attend. |  | Offer alternative dates to all interviews if the date doesn’t suit.  Avoid religious days for larger events like assessment centers | Update guidance for managers arranging interview dates to ensure they are aware of upcoming religious events which may impact candidates (e.g. Ramadan) |

* 1. **Sex** (or gender)

**Context:** Workforce gender breakdown 71% female 29% male (2021)

Recruitment opportunities are available to all regardless of their sex (gender)

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Candidates are attracted to organisation where they can see employees similar to themselves |  | Applications are anonymised; personal details of candidates are not provided to recruiting managers are shortlisting stage  Equality information is confidential and not shared with recruiting manager  Job vacancy page contains stories from a diverse range of employees | Mixed gender recruitment panels should be involved in the recruitment process  Review of recruitment practices to increase the success of minority ethnic candidates  Use gender de-coder on job descriptions and adverts to ensure there is no gender bias in language |
| There is a lack of female representation within certain senior level roles | Current ratio of male/female at senior levels | Female mentoring programme has been implemented to provide mentoring support for female employees  Gender balance in place for all recruitment panels for SDS 7 and above |  |
| Availability of part-time opportunities would potentially have a positive impact on the number of females we are able to recruit | Evidence that female employees require more flexibility in working hours  Current number of female employees on part-time hours |  | Consider whether all opportunities could be filled on a part-time, job share or full-time basis and advertise as appropriate  Consider use of Happy to Work Flexibly banner on all adverts |
| Individuals on career breaks may not have access to Job vacancies | Females are more likely to go on career breaks |  | Provide information on how employees on career breaks can access job opportunities |
| Candidates are asked to complete an Equality monitoring form as part of their application process | Statement on Equality monitoring form | Equality monitoring information is confidential and not disclosed to recruiting managers | Utilise Equality monitoring to identify trends in our appointment of individuals from underrepresented groups and review and adapt recruitment practices as appropriate |
| Opportunity to address gender balance of careers information advice and guidance employees through recruitment | Workforce Diversity Stats |  | Future campaigns which focus on increasing male representation in CIAG |

* 1. **Sexual orientation**

**Context:** 4.3% of SDS employees identify as LGBO+ (2021)

Recruitment opportunities are available to all regardless of their sexual orientation

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Individuals may not want to disclose their sexual orientation as they fear they will be discriminated against |  | Equality information completed by candidates is confidential and not disclosed to recruiting managers  LGBT Inclusion e:learning module available for all employees  Mandatory data breach training completed by all employees every 3 years  Stonewall diversity Champion logo on JDs and job adverts promotes a positive image of SDS as an inclusive employer to LGBT applicants | Invite members of the LGBTI+ Allies group to be involved in recruitment training and recruitment selection panels |
| Candidates are asked to complete an Equality monitoring form as part of their application process | Statement on Equality monitoring form | Equality monitoring information is confidential and not disclosed to recruiting managers | Utilise Equality monitoring to identify trends in our appointment of individuals from underrepresented groups and review and adapt recruitment practices as appropriate |

1. Assessing impact on other groups

This section is the same as above only considers the impact of groups not covered in the Equality Act (2010), e.g. care experience, carers, socio-economic disadvantage). Add sections as required.

* 1. **Care experience**

**Context:** 1.1% of SDS employees are care experienced

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Targeted recruitment for care experienced young people is covered in our EqIA for our Young Talent Programme |  |  |  |

* 1. **Add additional factors as needed**

| Evidence of positive or negative impact | Source of evidence | Activity to date | Further activity required |
| --- | --- | --- | --- |
| Consider diversity within the context of Team Roles to ensure managers recruit the full range of team profiles rather everyone having the same Team Role (as defined within Belbin) |  |  | Consider what team type person you don’t have and may need to create a more rounded team and encourage different views and approaches  Provide evidence to support individuals with different characteristics and lived experience will enhance a team. |
| Island and Rural Communities can be difficult to recruit to |  | Offer relocation packages for individuals seeking a move to an Island or Rural Community  Develop a more indepth attraction strategy to incorporate a wider range of advertisements such as local press  Offer development programmes within our Young Talent programme to attract individuals with little or no job experience into a career within SDS | Understand the challenges of Island and Rural Communities, working closer with employability and regeneration partners |
| Reservists, veterans and military families may find it more difficult to gain employment |  | Applied for Defence Employer Recognition Scheme (DERS) Bronze Accreditation | Once awarded we will display the accreditation logo on our recruitment adverts |

1. **Action Plan**

The SRO of this EqIA is responsible for all actions detailed in the Action Plan below:

| **What is the action?** | **Which group(s) does it relate to?** | **What is the anticipated outcome?** | **What method is used to measure it?** | **Timescale** |
| --- | --- | --- | --- | --- |
| Review and update job description and job advert guidance in relation to any potential discriminatory requirements | All | Non discriminatory job descriptions and job adverts | Feedback from applicants | September 2022 |
| Develop an approach for ensuring diverse recruitment panels | All | Diverse recruitment panels | Increased number and combination of diversity within recruitment panels (not just gender) | (Inclusive Selection project timeline) |
| Consider the case and make recommendations in relation to all roles being advertised as full-time, part-time or job share (including Happy to Talk Flexibly banner) | All | An agreement on whether to advertise all vacancies as full-time, part-time or job share | Record of response to recommendations | September 2022 |
| Review Accessibility of e:Recruiter | Disability | Compliance with Accessibility Statement measures | Identification of any actions which are required to bring accessibility into line with requirements | June 2022 |
| Implementation of any actions from Accessibility review | Disability | Compliance with Accessibility Statement measures | Compliance with Accessibility Statement | December 2022 |
| Update our application process information to advise that alternative application processes are available if required. | Disability | Wider accessibility to our application process | Number of requests for alternative application process | July 2022 |
| Review correspondence templates to ensure Plain English wording used | Disability  Race | Plain English templates for communication | Employee feedback | September 2022 |
| Review of recruitment practices to increase the successful appointment of minority ethnic candidates and employees | Race | Increase in success of minority ethnic candidate and employees | Workforce Diversity Stats | Inclusive Selection project timeline |
| Work with CIAG to develop a campaign to increase male representation | Sex (and gender) | Change in gender ratios within CIAG | Workforce Diversity Stats | March 2023 (anticipated reduction in recruitment) |
| Start to use a gender de-coder on job descriptions and job adverts | Sex (and gender) | More gender neutral job descriptions and adverts  Change in application gender ratio | Recruitment Stats | March 2023 |