

# Kingston University

## EQUALITY IMPACT ASSESSMENT REPORT

### Title of policy or area being assessed

Pre-entry stage of the Staff Life Cycle - Staff Recruitment and Selection

### Aims and objectives of policy or area

To attract and recruit high calibre staff to the University

### Executive member or senior manager responsible for this policy or area

Director of Human Resources

### Faculties and Departments involved in the assessment

All Faculties, Academic Development, Academic Registry, Enterprise, Information Services, Student Services and Administration, External Affairs, Vice Chancellor's Office

### Data / Evidence used

#### *Qualitative and Quantitative data reviewed in the equality impact assessment*

- Reports from the University's Human Resources database (PSe) Staff composition, applications received, short-listing, offers by ethnicity, disability, gender, age
- A 10% sample of vacancies in the 12 month period was audited

### Involvement and Consultation

Internal consultation exercises were held specifically for Race and Disability. No Black and Minority Ethnic staff attended. Feedback from disabled staff was limited. Staff views will be sought further through the Staff Survey and focus groups in 2009/10.

### Summary of Process, Findings and Recommendations

Analysis of recruitment and selection data demonstrates over the past three years:

1. A comparatively lower conversion rate of Black and Minority Ethnic applicants from the application to short listing stage and from short listing to offers made
2. Though fewer women applied to the University, they have a comparatively higher conversion rate from application to offers made.
3. Disability is not always included in recruitment data

An audit of the recruitment and interview process was carried out relating to staff vacancies over the twelve month period between June 2008 and May 2009. A representative sample of recruitment campaigns were selected and audited in detail in terms of the processes, procedures and the paperwork trail. The audit focussed on the integrity of the systems and a judgement on fairness at the selection and interview stages for all the candidates using all the evidence, including the equality monitoring forms, in the appropriate job files.

This assessment highlighted a number of concerns over the quality of the information held in the job files, the completeness of the paper trail and the rigor of the interview panels; in particular the Chairs documenting their decision making. Several recommendations have been made around refresher training for Chairs and panel members and a general tightening up around the completeness and tracking of the relevant HR forms.

The assessment showed some Faculties and Departments keep more systematic and fuller records than others. Not keeping full and systematic records could lead to discrimination.

The Equality Annual Report 2007/2008 listed several recommendations around increasing applications from Black and Minority Ethnic candidates by positive promotion on external website, developing internal networks and staff mentoring schemes. Further recommendations have been made around making the recruitment campaigns more accessible and more attractive to the UK Black and Minority Ethnic population via a greater use of technology and a better web presence for that particular audience. These changes could also widen the pool for applications from high quality overseas candidates.

Other recommendations include increased community involvement as well as suggestions around a much higher level of diversity integration in terms of developing a supplier diversity policy and applying for diversity awards. An essential element in integration is increasing the diversity within the senior management and Board level.

Actions and review date			
Action Plan attached with timescales			
Date:	10.11.09	Authorised by	Nick Rogers
Review Date:	November 2012		

**Kingston University  
London**

**Equality Impact  
Assessment Action Plan**

**July 2009**

<i>Ref</i>	<i>Recommendations</i>	<i>Priorities</i>		
		1	2	3
<b>6.1</b>	<b>Recruitment Paper Trail</b>			
	Put process in place to ensure job file records in archive store are kept in job file order		✓	
	Put process in place to ensure that job files contain all necessary paperwork i.e. IS1, Equalities Monitoring form, SHL1, Interview Report Form, RA3 and any additional notes are contained within the job file <u>before</u> it is archived.	✓		
	Put process in place to ensure that documents contained in job files are collated in the correct order <u>before</u> it is archived		✓	
	Design document checklist for job file and introduce process to add it to front of job file	✓		
	Change rubric on IS1 form to state that that 'individual panel members interview notes should be kept'	✓		
	Remove option 5a 'Stronger Candidates' and option 5b 'indicate which area of weakness applies using criteria 1-4' from form SHL1	✓		
	Remove 'marital status' information from the Equalities Monitoring Form	✓		
	Publish and circulate individual scorings for Faculties and Department as listed in section 5.4	✓		
<b>6.2</b>	<b>Training</b>			
	Carry out a 'focus group' led review of the Fair Recruitment Selection and the Interview Skills for Panellists modules in the light of the recommendations from this report, particularly around the importance of the paperwork trail in an impact assessment exercise, completing all the forms in full, annotating changes to forms and the responsibilities of the Panel Chair.	✓		
	Training facilitators should develop case studies from this report to illustrate how 'fairness' needs to be proved.		✓	
	HR Client Partners should review job files on a quarterly basis to check on the effectiveness of the training in terms of the paperwork train and highlight any requirement for refresher training			✓

<i>Ref</i>	<i>Recommendations</i>	<i>Priorities</i>		
		<b>1</b>	<b>2</b>	<b>3</b>
<b>6.3</b>	<b>Increasing successful applications from Black and Minority Ethnic</b>			
6.3.1	Listen to Staff			
	Equalities Unit to design and run an electronic survey inviting BME staff opinion around their personal experiences re recruitment, selection and interviewing at Kingston	✓		
Pages 15 and 16	Equalities Unit to carry out a number of one to one interviews of BME staff to solicit personal experiences and feedback around recruitment, selection and interviewing at Kingston using findings from the Equality Challenge Unit's Literature Review to help formulate questions and to attempt some benchmarking.		✓	
	Equalities Unit to review formal mentoring schemes and networks within the University to check whether all the relevant strands of diversity are covered and where gaps are discovered take action to rectify the situation			✓
	Equalities Unit to consult with the two Kingston academic staff members that presented finding around 'Higher Education Students and Ethnicity: Lesson from Research' presented at the Higher Education Academy in May 2009, to illicit learning that may equally apply to staff		✓	
<b>6.3.2</b>	<b>Enhance the Online Information</b>			
	Conduct interviews with BME staff and load onto You Tube to be referenced from the Kingston website and linked to the job vacancies postings			✓
	Review the web content to reflect positive staff input across all the strands of equalities, including BME.		✓	
	Audit the imagery used on the website, particularly that relating to the alumni section to ensure that the full breadth of diversity is represented among staff as well as students	✓		
	Devise and publish a downloadable guide, aimed at potential overseas applicants, giving cultural guidance			

	in terms of the quality and quantity of information to be submitted and clarifying equivalent qualifications between countries.	✓		
See (5.6)	Ensure that the website functions for all countries around the globe	✓		

<b>6.3.3</b>	<b>Job Listings</b>			
	Conduct an online search for job listing sites that specialise in addressing the BME community	✓		
	Equalities staff to ensure that any survey or focus group they run addresses questions around which websites BME staff use/reference regularly	✓		
<b>6.3.4</b>	<b>Shortlists</b>			
	Review policy around paying expenses only from port of entry			✓
	Implement a new interviewing procedure for short listed candidates using videoconferencing facilities such as those available through JANET (www.ja.net)		✓	
	Incorporate information around the videoconferencing facility for interviewing in guidance for potential candidates on website		✓	
	Devise and deliver training for Interview Panel members in using videoconferencing facilities.		✓	
	Ensure that policy guidance issued to Panel Chairs highlights their responsibilities in terms of monitoring for bias and potential unfairness in candidate selection and in interviewing procedures.	✓		
<b>6.3.5</b>	<b>League Tables</b>			
	Generate content relating to Kingston's ranking in terms of 'value add' and place this into web content and job placement adverts	✓		
<b>6.3.6</b>	<b>Community Involvement</b>			
	Conduct survey of present staff and students to assess whether there are opportunities to support/partner with local community groups, particularly those involved with BME groups. This links with recommendation 6.3.1		✓	

<b>6.3.7</b>	<b>Supplier Diversity</b>			
	Initiate discussions with Procurement around reviewing suppliers using criteria based on diversity and ethics and the development of a supplier diversity policy.			✓
<b>6.3.8</b>	<b>Internal Staff Structures</b>			
	Write a paper with the aim of enlisting the commitment of the Trustees to attempt to recruit from a more diverse pool of candidates, particularly from the BME community, for appointment to the Board at the earliest opportunity.			✓
	Request that the Vice Chancellor and the Senior Management team attend a workshop run by the Equalities unit to develop an action plan around how they are going to increase the diversity of their own team.			✓
<b>6.3.9</b>	<b>Diversity Awards</b>			
	Kingston should sign up to the Race for Opportunity organisation as a standard member		✓	
	Equalities Unit should propose to the Vice Chancellor that Kingston run a Diversity Awards project in partnership with local community leaders.			✓

## **Priority Ratings**

### ***Priority 1 – Year 1***

These recommendations refer to issues that are fundamental to the recruitment and selection process. These issues inhibit judgement around the adherence to fairness of processes and procedures in the equality impact exercise. They require immediate management action.

### ***Priority 2 – Year 2***

These recommendations refer to issues that can directly impact the recruitment and selection process but can be subject to a longer term approach by management. Changes of this nature should enhance the adherence to fairness in the recruitment

and selection processes over the medium to short term. These changes should increase the diversity in the pool of applicants, particularly those from BME backgrounds, for any posted vacancy.

### ***Priority 3 - Year 3***

Observations refer to actions that should in the long term integrate sophisticated equalities practice into the University's systems and processes which in turn should increase the number of candidates from BME backgrounds applying for posted vacancies. These actions should enhance Kingston's reputation in the community and in the field of diversity.

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