



Integrated Impact Assessment

The purpose of Aberdeen City Council is to protect the people and the place of Aberdeen from harm, enabling them to prosper and supporting them in the event of harm happening.

The purpose of an Integrated Impact Assessment is to evidence that Aberdeen City Council are making decisions in an informed way, and that the impact of decisions made is understood and accepted. The legislation that is considered within this assessment are:

- Section 2 [Equality Act 2010 protected characteristics](#)
- Section 3 [Socio-Economic](#)
- Section 4 [Human Rights](#)
- Section 5 [Children and Young People's Rights](#)

The term 'policy' is used throughout this document and applies to policies, proposals, strategies, provision, criteria, functions, practice, budget savings and activities that includes delivery of our services.

1. About the Policy

1.1 Title
Recruitment and Selection Processes (including: Redeployment, Job Matching and Selection for Development Opportunities)
1.2 What does this policy seek to achieve?
The Council's recruitment and selection guidance is designed to ensure that the process is fair, equal and objective. The purpose of the process is to ensure that the Council is recruiting based on merit and not on any other factors or bias. However, there are also positive action activities that the Council undertakes to support underrepresented groups.
1.3 Is this a new or existing policy?
Existing
1.4 Is this report going to a committee?
No
1.5 Committee name and date:
N/A
1.6 Report no and / or Budget proposal number and / or Business Case reference number:
N/A

Impacts

This section demonstrates the considerations that have been made in relation to the policy - and that the impact of proposals made is understood and accepted.

2: Equality Act 2010 - Protected Characteristics

Aberdeen City Council wants to ensure everyone is treated fairly. This section identifies the [protected characteristics](#) that the policy potentially affects and records the impact and mitigating steps.

2.1 What impact could this policy have on any of the below groups?

Protected Characteristic	What is the impact?				
	Negative			Neutral	Positive
	High	Medium	Low		
Age		X			X
Disability		X			X
Gender Reassignment		X			X
Marriage and Civil Partnership		X			X
Pregnancy and Maternity		X			X
Race		X			X
Religion or Belief		X			X
Sex		X			X
Sexual Orientation		X			X

2.2 In what way will the policy impact people with these protected characteristics?

Recruitment and selection processes are used to fill all vacancies vacancy at Aberdeen City Council.

Completion of application forms may be more difficult for certain groups, particularly those who already face barriers in recruitment and selection activity such as those with less work experience (age), those who have been in their jobs / careers for a long time but who have not undertaken a similar application process (age), those with disabilities such as visual impairments or dyslexia (disability), and those whose first language is not English (race).

Various selection methods can be used by managers including:

- Application forms
- Interviews
- Group exercises
- In-tray or written exercises
- Psychometrics

There may also be bespoke selection methods designed for a particular role, or assessment centres which have a combination of them.

While it is acknowledged some selection methods may prove to be more challenging for some individuals, they are designed to assess suitability for a particular role and are required, but no selection tool should be used where it is not needed.

Psychometrics are only ever used as a supportive tool to other selection methods and are processed and analysed by trained People and Organisational Development Advisors only. It is made clear to recruiting managers that psychometrics are not infallible and that other assessment tools are required. OPQ32, which is the psychometric tool most used, also outlines where protected characteristics or socio-economic background may influence psychometrics and this is reflected in analysis.

All candidates need to provide evidence of the Right To Work in the UK. This is an essential legal requirement. Where a candidate does not have an existing Right To Work in the UK, the Council has a licence for visa sponsorship. This is a positive benefit for those not from the UK. However, this is not applicable for all roles, due to cost implications and also very specific criteria set by the Home Office. Therefore, it is only used in exceptional circumstances where it is a hard-to-fill and eligible role.

There may be instances where an individual's right to work document does not align with their gender identity (e.g. someone who is transitioning) who may be seeking employment in gender specific roles.

Other internal selection processes

1. Job Matching

Job Matching occurs when there is workforce reduction, restructure and redesign. Please note that a separate IIA for workforce reduction, restructure and redesign is available.

If the number of job roles decreases and there are more employees than available positions, those employees will have to compete for the remaining positions through a selection process, including a competitive interview.

The implications of this are within “interviews and assessment centres” above.

Where existing roles are slightly amended or disestablished but new roles are created that are very similar ie 10% or less of a change, employees in those roles will have a “direct match” and will automatically be placed into roles. If there are fewer posts than people, then a competitive process will apply. The implications of this are within “interviews and assessment centres” above.

Where existing roles are disestablished but new roles are created which are approximately 50% similar to the roles that employees in the disestablished roles are currently employed to do, job matching will apply and those employees will be aligned to those new jobs in what is known as a “significant link”. If there are fewer new posts than employees, this process will be competitive. Even if there are enough posts for people, there is an assessment process to determine if the employee has the skills, knowledge, experience and behaviours to be able to undertake the newer elements of the role, with reasonable development. This will likely take the form of an application and interview. The implications of this are within “application process”, “shortlisting” and “interviews and assessment centres” above.

It may be that these new roles are graded higher or lower than an employee’s current post. Where the post is graded higher, this is a positive benefit, though there may be elements of the role which are more challenging and employees will be supported and developed as required. Where the post is graded lower, this may be a negative implication. Employees have the choice as to whether to go through the job matching process or not and may choose instead to be displaced. Otherwise, where an employee is job matched to a lower-graded post, pay transition applies. Please note that there is a separate for workforce reduction, restructure and redesign, and job evaluation.

Where existing roles are disestablished but new roles are created which are less than 50% similar to the roles that employees in the disestablished roles are currently employed to do, then employees will be “displaced” (see redeployment below) but will have the opportunity to apply and be considered for the new roles. This will follow existing redeployment (see redeployment below) and recruitment and selection processes.

2. Redeployment Processes

Redeployment occurs where an employee is displaced through a workforce reduction, restructure and redesign scenario or through a capability / medical process. Please note that an IIA for workforce reduction, restructure and redesign is available for review.

Employees with two or more years’ continuous service are eligible for redeployment. This requirement may impact on workers returning to work, including those returning from childcare or other caring responsibilities (disability, pregnancy and maternity and sex) as well as those who are newer to their careers such as younger people (age).

Redeployment periods last up to a maximum of 12 weeks for those who were displaced on the grounds of capability / medical, whilst those who are displaced as a result of workforce reduction, restructure and redesign (ie by reason of “redundancy”) are managed separately due to the Council’s current political commitment to no compulsory redundancies. Should this position change, the redeployment periods would match those who are displaced on the grounds of capability / medical in terms of their notice periods. It is noted that the current position means that those who are displaced on the grounds of capability / medical reasons will have their length of time on redeployment managed differently and those in this situation may be there because of a disability.

3. Selection for Development Opportunities

Where there are limited development opportunities for employees (e.g. where there is a cohort development programme or funded development), competitive selection processes may be undertaken to select the employees who are best-suited for that opportunity. This ensures fairness and that the Council is investing in those who will benefit most.

Selection processes will be similar as existing recruitment and selection processes as above.

2.3 What considerations have been made in reaching the above assessment?

What internal or external data has been considered? What does this data tell us?

Our latest equality and diversity [mainstreaming report](#) outlines our existing employee diversity data. This evidences the breakdown of our workforce demographics including our recruitment data. Having approximately 8000-9000 employees means that any staffing impacts will touch upon many protected characteristics. The majority of the Council’s workforce is female, at approximately 70%, and we have people with varied protected characteristics across the whole organisation. There are pockets of occupational segregation horizontally and vertically – e.g. more women in Early Years and Education and more men in Waste and Recycling and Roads. Therefore, more localised proposals may have a larger or lesser effect on some protected characteristics.

Furthermore, our employee diversity data can only go so far – some of our employees may not have disclosed their protected characteristics or may not be aware of their protected characteristics (e.g. disability).

What consultation and engagement and has been undertaken with officers and partner organisations?

The development of our recruitment and selection process, and its ongoing improvements, have been done with robust engagement with staff and recruiting managers. In addition, our employee equalities network groups and equality ambassadors network have all been engaged with on recruitment and selection topics, including our diversity pack.

What consultation and engagement and has been undertaken with people who may be impacted by this policy (e.g. citizens, community groups, or other people/groups)?

As above.

2.4 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

Advertisement

All Aberdeen City Council vacancies that are available externally are advertised on the MyJobScotland website and job boards pull these vacancies through onto their own sites. In addition, there are times when additional vacancy promotion is undertaken such as on social media channels and through partner organisations such as

Forces Families Jobs and ABZ Works. This is done case-by-case to ensure maximum coverage and so that relevant vacancies are reaching the right people.

My Job Scotland is available on mobile and smart devices, as well as computers. Citizens without internet access can view our vacancies on any public device and these are freely available in libraries.

The Talent Team regularly attends recruitment fairs for communities, different groups, schools & education providers etc. This allows the team to promote Aberdeen City Council vacancies and opportunities directly with citizens and provide any advice, guidance or tips.

Job adverts where Gaelic is a requirement are advertised bilingually.

No adverts feature gender-based language, nor do they include requirements that are not essential to the role such as driving licences where not essential, nor do they include any specific number of “years of experience”. There are of course exceptions to this where the law permits such as only recruiting women for some roles which support female service users in Justice Social Work.

Job adverts include a “diversity pack” which outlines all our equality, diversity and inclusion provisions as well as information for anyone on adaptations that can be requested to the selection process.

Internally, all vacancies are advertised on the MyJobScotland website and are regularly promoted. All staff have access through their work devices, shared devices or personal devices. Support can be offered and requested as required.

Application Process

Applications are made through the back-office system of My Job Scotland, TalentLink. This application process is compatible with accessibility software (e.g. dyslexia software).

Citizens without internet access can apply for our vacancies on any public device and these are freely available in libraries. In addition, in exceptional circumstances, support can be given to applicants to complete the online application, or paper applications can be completed.

In line with the Armed Forces Covenant, we also offer bespoke application advice, guidance and support for members of the armed forces, veterans and their families.

Guidance is available on our external website and the Talent Team often run sessions at recruitment fairs on application and interview skills.

Selection

Managers undertake recruitment and selection training and all selection panels must have at least one member who has undertaken this training. This training includes guidance on best-practice shortlisting. This is also included in the Council’s Recruitment and Selection Guidance. The training includes equality, diversity and inclusion considerations and adaptations for recruitment and selection processes so that managers can remove any bias and provide as inclusive a process as possible.

Shortlisting is undertaken on an objective basis, reflecting against the key criteria for the post and against the job profile. This ensures that people are considered on their merits.

Application forms do not have dates of birth or any other protected characteristic information and equalities information is collected separately and does not form part of the selection process.

As part of the shortlisting process, managers will consider our guaranteed interview schemes which provide positive action and guarantee an interview for those included within the scheme should they meet the minimum

criteria for the post they are applying for. The detail of the Council's guaranteed interview schemes can be found here: [How to complete your application form | Aberdeen City Council](#)

Selection processes may be more difficult for certain groups, particularly those who already face barriers in recruitment and selection activity such as those with less work experience (age), those who have been in their jobs / careers a long time but who have not undertaken a similar selection process (age), those who are neurodivergent (disability), and those whose first language is not English (race).

Managers undertake recruitment and selection training and all selection panels must have at least one member who has undertaken this training. This training includes guidance on best-practice shortlisting, which is also included in the Council's Recruitment and Selection Guidance. The training includes equality, diversity and inclusion considerations and adaptations for recruitment and selection processes so that managers can remove any bias and provide as inclusive a process as possible.

Selection is designed and undertaken on an objective basis, reflecting against the key criteria for the post and against the job profile. This ensures that people are considered on their merits.

As part of manager training and guidance, it is made clear that selection methods need to be appropriate for the role being recruited to and managers should be able to justify why a particular selection method is being used. In addition, managers receive equality, diversity and inclusion content in the training to ensure that they know how to adapt and design their processes so that they are adaptable and inclusive.

Job adverts include a "diversity pack" which outlines all our equality, diversity and inclusion provisions as well as information for anyone on adaptations that can be requested to the selection process.

The diversity pack outlines the support that is in place for situations where someone's Right To Work documentation does not align with their gender identity. There is one main point of contact for any individual in this situation so that they can safely disclose to one person alone. This one person will then either manage the pre-employment process themselves or allocate one member of their team to do this on their behalf. This minimises the number of people who an individual has to disclose their trans identity to. Pre-employment checks are completed and saved in a separate location to others and any identifying documentation to someone's trans identity is either redacted or deleted prior to an employee file being created.

Other Processes

Employees who are going through selection processes will be provided with employability support such as interview skills training. They will also have access to online learning.

Job matching and selection processes are also designed to be fair and objective. This also includes legislative compliance around pregnancy and maternity leave, for example.

Managers who undertake job matching and selection processes will be provided with clear guidance and will be required to evidence any decision-making process. Employees have the right to appeal any decisions made. EDI considerations to allow for fair processes will be provided to managers. All managers are mandated to complete EDI training.

Where employees are entitled to redeployment, they will have priority access to vacancies. Employees will still be required to apply and be considered for vacancies but recruiting managers are instructed to consider if they could undertake the role within a reasonable timeframe with reasonable support and development, to allow for a more flexible selection process.

Employees on redeployment are allocated a dedicated People and Organisational Development Advisor who supports them throughout the process with both applying and being considered for roles, as well as supports them with their wellbeing and practical employment matters (e.g. annual leave and absence).

With mitigations in place, what is the new overall rating of the negative impact(s)?	High	
	Medium	
	Low	
	Negative Impact Removed	x

3: Socio-Economic Impacts

This section is used to consider the impact of the policy on people who might be **unemployed, single parents**, people with lower **education** or **literacy, looked after children**, those with **protected characteristics** as examples.

Use this guide to understand more on socio-economic inequalities: [The Fairer Scotland Duty: Guidance for Public Bodies \(www.gov.scot\)](http://www.gov.scot)

3.1 What impact could this policy have on any of the below groups?

Group	Negative			Neutral	Positive
	High	Medium	Low		
Low income / income poverty – those who cannot afford regular bills, food, clothing payments.			X		X
Low and/or no wealth – those who can meet basic living costs but have no savings for unexpected spend or provision for the future			X		X
Material deprivation – those who cannot access basic goods and services, unable to repair/replace broken electrical goods, heat their homes or access to leisure or hobbies			X		X
Area deprivation – consider where people live and where they work (accessibility and cost of transport)			X		X
Socio-economic background – social class, parents' education, employment, income.			X		X

3.2 In what way will the policy impact people in these groups?

Positive and negative impacts of workforce restructure, redesign and reduction are captured within that IIA. Recruitment and selection itself offers the opportunity for those who are in financial difficulty to gain employment or seek additional / promoted posts.

It is worth noting that those in socio-economic deprivation may be more likely to have lower educational backgrounds, which may make them less eligible to apply and be considered for certain vacancies, against other candidates. They may also have less access to personal electronic devices to apply for Council vacancies.

3.3 What considerations have been made in reaching the above assessment?

What internal or external data has been considered? What does this data tell us?

The Annual Population Survey (APS), which provides estimates of employment, unemployment, and economic inactivity by various socio-economic indicators, such as occupation, qualifications, income, and deprivation notes that the unemployment rate of people with no qualifications in the UK is 37.3%. According to the latest Poverty and Social Exclusion (PSE) data, 22% of the UK population were living in poverty in 2012, defined as having an income below 60% of the median after housing costs. According to the Scottish Government, 23% of the population in Scotland were living in relative poverty after housing costs in 2019-20, an increase from 19% in 2016-17.

One of the main indicators of socio-economic deprivation is the level of skills and qualifications that people have. According to the Office for National Statistics (ONS), in 2019, 8% of the working-age population in the UK had no qualifications, and 21% had low qualifications (defined as below level 2). The ONS also reports that people with no or low qualifications are more likely to be unemployed, economically inactive, or in low-skilled occupations than those with higher qualifications. For example, in 2019, the employment rate for people with no qualifications was 54%, compared to 87% for those with level 4 and above qualifications. Similarly, the median hourly pay for people with no qualifications was £9.17, compared to £21.72 for those with level 4 and

above qualifications. These statistics show that people in socio-economic disadvantage are less likely to have the skills and qualifications that are needed for the labour market and are more likely to experience poor employment outcomes.

These data sources reveal that there is a strong correlation between socio-economic deprivation and employment outcomes. People who live in areas with higher levels of deprivation are more likely to be unemployed, economically inactive, or in low-paid and insecure jobs. They also face multiple barriers to accessing and progressing in the labour market, such as lack of skills, qualifications, experience, networks, and opportunities. These factors can create a cycle of disadvantage and exclusion that is difficult to break.

What consultation and engagement and has been undertaken with officers and partner organisations?

The development of our recruitment and selection process, and its ongoing improvements, have been informed by robust engagement with staff and recruiting managers. In addition, our employee equalities network groups and equality ambassadors network have all been engaged with on recruitment and selection topics, including our diversity pack.

What consultation and engagement and has been undertaken with people who may be impacted by this policy? citizens, community groups, or other people/groups impacted by this policy?

As above.

3.4 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

Libraries can offer electronic devices for citizens to use to apply for vacancies. Where absolutely necessary, paper applications may be issued.

With mitigations in place, what is the new overall rating of the negative impact(s)?

High	
Medium	
Low	X
Negative Impact Removed	

4: Human Rights Impacts

The Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. It incorporates the rights set out in the European Convention on Human Rights (ECHR) into domestic British law. The Human Rights Act came into force in the UK in October 2000

The Act sets out our human rights in a series of 'Articles'. Each Article deals with a different right.

Use this guide to understand more about [Human Rights](#).

4.1 What impact could this policy have on Human Rights?

Human Rights Article	Negative	Neutral	Positive
Article 6: Right to a fair trial		X	
Article 7: No punishment without law		X	
Article 8: Right to respect for private and family life, home and correspondence		X	
Article 9: Freedom of thought, belief and religion		X	
Article 10: Freedom of expression		X	
Article 11: Freedom of assembly and association		X	
Article 12: Right to marry and start a family		X	
Article 14: Protection from discrimination in respect of these rights and freedoms		X	
Article 1 of Protocol 1: Right to peaceful enjoyment of your property		X	
Article 2 of Protocol 1: Right to education		X	
Article 3 of Protocol 1: Right to participate in free elections		X	

4.2 In what way will the policy impact Human Rights?

N/A

4.3 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

N/A

If mitigations are in place, does this remove the negative impact?

No – negative impact remains

Yes – negative impact reduced

Yes - negative impact removed

5: Children and Young People’s Rights Impacts

The United Nations Convention has 54 articles that cover all aspects of a child’s life and set out the civil, political, economic, social and cultural rights that all children everywhere are entitled to. It also explains how adults and governments must work together to make sure all children can enjoy all their rights.

Children’s rights apply to every child/young person under the age of 18 and to adults still eligible to receive a “children’s service” (e.g. care leavers aged 18 – 25 years old).

The Conventions are also known as the “General Principles” and they help to interpret all the other articles and play a fundamental role in realising all the rights in the Convention for all children. They are:

1. Non-discrimination (Article 2)
2. Best interest of the child (Article 3)
3. Right to life survival and development (Article 6)
4. Right to be heard (Article 12)

You can [read the full UN Convention \(pdf\)](#), or [just a summary \(pdf\)](#), to find out more about the rights that are included.

5.1 What impact could this policy have on the rights of Children and Young People?

UNCRC and Optional Protocols	Negative	Neutral	Positive
Article 1: definition of the child		X	
Article 2: non-discrimination		X	
Article 3: best interests of the child		X	
Article 4: implementation of the convention		X	
Article 5: parental guidance and a child's evolving capacities		X	
Article 6: life, survival and development		X	
Article 7: birth registration, name, nationality, care		X	
Article 8: protection and preservation of identity		X	
Article 9: separation from parents		X	
Article 10: family reunification		X	

Article 11: abduction and non-return of children		X	
Article 12: respect for the views of the child		X	
Article 13: freedom of expression		X	
Article 14: freedom of thought, belief and religion		X	
Article 15: freedom of association		X	
Article 16: right to privacy		X	
Article 17: access to information from the media		X	
Article 18: parental responsibilities and state assistance		X	
Article 19: protection from violence, abuse and neglect		X	
Article 20: children unable to live with their family		X	
Article 21: adoption		X	
Article 22: refugee children		X	
Article 23: children with a disability		X	
Article 24: health and health services		X	
Article 25: review of treatment in care		X	
Article 26: social security		X	
Article 27: adequate standard of living		X	
Article 28: right to education		X	
Article 29: goals of education		X	
Article 30: children from minority or indigenous groups		X	
Article 31: leisure, play and culture		X	
Article 32: child labour		X	
Article 33: drug abuse		X	
Article 34: sexual exploitation		X	
Article 35: abduction, sale and trafficking		X	
Article 36: other forms of exploitation		X	
Article 37: inhumane treatment and detention		X	
Article 38: war and armed conflicts		X	
Article 39: recovery from trauma and reintegration		X	
Article 40: juvenile justice		X	
Article 41: respect for higher national standards		X	
Article 42: knowledge of rights		X	
Optional Protocol on a Communications Procedure		X	

5.2 In what way will the policy impact the rights of Children and Young People?

N/A

5.3 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

N/A

If mitigations are in place, does this remove the negative impact?

No – negative impact remains

Yes – negative impact reduced

Yes - negative impact removed

6: Sign Off

Any further positive or negative impacts on individuals or groups that have been considered?
It is worth noting that as the Council employees a significant number of people, proposals could have impacts on a diverse group with a multitude of lived experiences. Localised proposals will impact on employees in different ways and these will be captured within their own IIAs.
Overall summary of changes made as a result of impact assessment.
None
Outline of how impact of policy will be monitored.
Through continuous review of equality and diversity data, especially recruitment and selection data, and feedback.
If there are any remaining negative impacts after mitigation, what is the justification for why this policy should proceed.
There remain possibilities for some negative impacts on individuals where they struggle with some selection processes. However, the processes are designed to ensure that we get the best candidate for the role and selection processes will be implemented only where they are essential for assessment. Positive action and adjustments, wherever they are reasonable, will be implemented.

Assessment Author	Lindsay MacInnes
Date	31/01/24
Chief Officer	Lindsay MacInnes (Interim)
Date	31/01/24