

# London Ambulance Service

## Equality Impact Assessments Form: a record of the assessment

Function/ policy being assessed:

Value Based Recruitment

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Directory/ service or corporate function?

Organisation Development & People  
Programme

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Date of assessment:

26<sup>th</sup> February 2008

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Contact person for the assessment:

Shani Phipps

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Members of the assessment group:

Deputy Director of Human Resources

Project Portfolio Manager

Diversity Manager

Recruitment Manager

## Aims of the function/ policy

This project is part of the overall OD & People Programme and constitutes an important part in the achievement of the programme's overall objectives:

- to establish a workforce profile described in the workforce plan, which supports the Operational Model;
  - whose profile is representative of the people of London
  - who are appropriately skilled and confident in using their skills
  - who have access to the resources they need to provide excellent service
- to establish a learning organisation that works cross-functionally in a customer focused and team based way;
- to embed a culture of diversity, mutual challenge and accountability for personal behaviour and performance, where behaviour is value driven;
- to establish new styles of management which is supportive of staff and which promotes staff involvement and development, with leadership at all levels underpinned by necessary skills.

The project was identified through stakeholder workshops as a critical piece of work to establish a process for recruiting and inducting new staff members through a value-based methodology. The project will address both processes to ensure that the value driven behaviour the organisation expects of its staff members is consistent from their recruitment to when they attend both their local and corporate inductions. This will also work towards changing the culture of LAS, where all employees exhibit behaviour that is value driven.

## 2 Current achievements and fact finding

Sources of information used, with references, location or links.

Anything you have learnt from previous consultation results with references or links. In particular any evidence you may have that impacts upon: **race, disability, gender, age, religion and belief, sexual orientation and human rights**

Value Based Recruitment Project is part of Tranche 1 of the Organisation Development & People Programme, one of the five programmes that constitute the London Ambulance (LAS) Service Improvement Plan 2012 (SIP). The SIP 2012 was signed off by the LAS Trust Board in July 2006. The project was identified through stakeholder workshops as a critical piece of work which will allow the organisation to recruit, induct and continually embed to the CRITICAL Values identified by the organisation. Below are links to SIP 2012, and the Trust CRITICAL values, all of which are the drivers and reasons behind the development of Value Based Recruitment;

- Service Improvement Plan 2012  
<http://thepulse/managing/11600523394772.html>
- LAS vision and 'CRITICAL' values  
<http://thepulse/managing/1048846687.html>

Historically the LAS has assessed against the Service's Values during the recruitment process for some, but not all posts. A number of national and local policies have been used to develop the framework for Value Based Recruitment to ensure that the process will have

equitable access for all members of staff. Below are a list of sources that have and will inform the development of the Framework, as delivered by the project;

- [www.acas.org.uk](http://www.acas.org.uk)
- [www.berr.gov.uk](http://www.berr.gov.uk) (formally known as DTI website)
- Race Equality in the NHS Leadership  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Bulletins/DH\\_4072494](http://www.dh.gov.uk/en/Publicationsandstatistics/Bulletins/DH_4072494)
- Race Equality Scheme:  
<http://www.londonambulance.nhs.uk/publications/race/race.html>
- Gender Equality Scheme:  
<http://www.londonambulance.nhs.uk/publications/gender/gender.html>
- Disability Equality Scheme:  
<http://www.londonambulance.nhs.uk/publications/disability/disability.html>
- Specific Learning Disability Policy  
<http://thepulse/managing/1076665488.html>
- Flexible Hours Policy  
<http://thepulse/managing/1048697601.html>
- Single Equality Scheme (draft form)
- [www.nhsemployers.org](http://www.nhsemployers.org)
- [www.cipd.co.uk](http://www.cipd.co.uk)
- Two ticks scheme:  
[www.defra.gov.uk/corporate/diversity](http://www.defra.gov.uk/corporate/diversity)

Internal sources of data that will be used to shape the framework will include;

- Recruitment and Selection policy: <http://thepulse/managing/1048159528.html>
- Partnership agreement with CITE (Communities into Training and Employment)  
<http://www.cite4jobs.org>
- Quarterly diversity statistics produced by Recruitment Department

A significant element of the framework will be the use of an on-line psychometric tool which will test behaviours against our CRITICAL Values. The specification of this tool will include the requirement of evidence of robust testing and satisfactory results that the tool will not discriminate any groups of staff with primary consideration to race, disability, gender, age, religion and belief, sexual orientation and human rights.

There will be a number of reviews of the project and the framework as part of the Managing Successful Programmes (MSP) and Prince2 governance arrangements. A review of candidates that have undertaken the on-line tool and been inducted will be carried out. Long-term reviews against the original business cases will be conducted to ensure the benefits of the project are realised. A post project review will also take place to examine the effectiveness of the project delivery, and examining lessons learnt.

### 3 Assessment and actions needed

Initial ideas for actions can go here. You will refine them further at stage 6. Please note the impact assessment will not be accepted unless group(s) affected is listed with a link to the action required. Primary areas to consider are: **race, disability, gender, age, religion and belief, sexual orientation and human rights**

The project is in the planning stage waiting for SSG approval to proceed. We are also not yet at the stage of procurement of the on-line psychometric testing tool and therefore timescales will not have been developed yet. These actions will therefore be;

- reported during the project board meetings as a standing agenda item
- reported quarterly at the Programme Board
- have responsible leads assigned to each action plan
- responsibilities outlined within the job descriptions of the project roles for monitoring and delivering these action plans
- have the diversity manager as a member of the programme board to oversee the quality of the action plan reviews

Barrier	Group affected	Action needed	Responsibility	Timescale	Resources
Built environment	<p>Any part of the recruitment process /induction that occurs on LAS premises will be covered through the EIA on Estates.</p> <p>Any part of the recruitment process or induction that occurs off-site will need to be in a venue that meets the criteria for access covered under the Disability Discrimination Act 2005 (DDA), allowing assessment and access to;</p> <ul style="list-style-type: none"> <li>• Disabled access</li> <li>• Car parking facilities</li> <li>• Toilet facilities</li> <li>• Privacy room available</li> <li>• Induction loops etc...</li> <li>• Easy-read signs</li> </ul>	<p>NA</p> <p>All potential venues will need to be selected based upon their accessibility for staff with disabilities</p> <p>Contracts with education providers will need to cover aspects of access to buildings, with a minimum requirement / compatible with LAS DDA strategy</p>	Procurement / project lead	In line with project plan	

Location	<p>The on-line psychometric testing will be accessible from any computer which has access to the internet. If any candidate does not have access to a computer then we are able to accommodate this by allowing the candidate to come into the Trust's premises to use the computer facilities. Our premises are situated at different sites throughout London, most of which are easily accessible by public transport.</p>	NA			
Information and communication	<p>Communication is given by various means. We regularly advertise our posts in local newspapers with a high population of Black Minority Ethnic backgrounds. We also use specialist publications such as Zee TV Magazine</p> <p>We hold open days/events in areas of high Black Minority Ethnic populations such as the Mela festival in Ealing</p> <p>We are happy to meet with candidates face-to-face if this is a preferred method of communication</p>	N/A.			
Customer care and staff training	<p>All staff within the HR team that will deal directly with the on-line psychometric testing tool, all other stages of the recruitment process and induction have been fully</p>	N/A			

	<p>trained in the Recruitment and Selection process. This will include employment law as it relates to recruitment and Equality and Diversity</p> <p>Other members of staff involved in the recruitment process have undergone in house training which includes basic employment law as it relates to recruitment and a unit on Equality and Diversity</p> <p>HR Staff are able to offer extra assistance to disabled candidates when asked. They have been trained in how to offer to give help</p> <p>Mini-com has been requested for the Recruitment Centre and training will be given</p> <p>An outreach team is being developed to go out into the communities</p>	<p>Procurement of system and training</p> <p>Recruitment of team</p>	<p>Project Manager</p> <p>Project Manager/Diversity Manager</p>	<p>End of April 2008</p> <p>As per project plan</p>	
Timing	<p>The on-line psychometric testing tool can be accessed when best suited to the candidate. If the assessment is required to be undertaken on London Ambulance Services premises this may be arranged at a time of mutual agreement</p>	N/A			

	Appointments for assessments etc are sent to candidates but they have the option to cancel and re-book if necessary. The London Ambulance Service will accommodate any preferred requested date if we are able to do so				
Stereotypes and assumptions	Candidates may be concerned that the use of an on-line testing tool result in unfair treatment during the testing process based upon their profession, race, gender, age, sexual orientation or religion .	Ensure that on-line psychometric testing tool conforms with all national Equality legislation, and that it is consulted on and widely published. Ensure that information to candidates is clear and gives full details of process. Ensure that robust feedback can be given to candidates	Project Executive	As per project plan	
Costs of the service	Candidates may not have a computer at home	Use of Trust's computer facilities	Project Manager	As per project plan	
Commenting, consultation	SIP 2012 PPI Event in March 2008 to consult with the public on project  Evaluating tool and feedback		Project Executive	26 <sup>th</sup> March 2008  As per project plan	
Specific barriers	The on-line psychometric testing	Specification around	Project	As per project	

	<p>tool is yet to be procured. However, due to a robust specification around possible discrimination of any specific group of people, this will not be an issue.</p>	<p>discrimination to be robust</p>	<p>Executive/ Project Manager</p>	<p>plan</p>	
<p>Human Rights</p>	<p>NA</p>				
<p>Other</p>	<p>A workforce profile that is not reflective of the people of London, or whose profile does not reflect the Values of the organisation is not satisfactory. We would be failing to address any diversity issues throughout the organisation or to address the need to embed a culture of diversity, mutual challenge and accountability for personal behaviour without the help of this on-line psychometric testing tool and the outreach team</p>				



#### 4 Future consultation

1. Presentation of the outlines framework and principles to the Strategic Steering Group for approval to proceed in March
2. Consultation with the HR Teams regarding the outline framework and principles of Value Based Recruitment process, planned for April
3. Consultation with the general public at the SIP 2012 PPI Event in March 2008

#### 5 Action plans, targets and priorities

Explain how the action plan will tie into service improvement plans, directorate action plans and local delivery plans

The project is in the planning stage waiting for SSG approval to proceed. All the action points identified in the assessment will be considered as part of the project development and planning process. This will include;

- These plans will be incorporated into the OD & People Programme Governance Strategy document, outlining the process and responsibilities of the programme and project teams relating to the development and execution of the plans
- The results of the assessments will inform the project plans, and therefore the programme plan.
- The action plans will also impact upon Human Resources practices and policies and so will be fed via the project executives and programme board into the business as usual activities of the HR department, informing any service developments that will sit outside of the scope of the programme brief

#### 6 Monitoring and feedback

Details of how you will review action plans and progress. **All impact assessment action plans must be reported back internally and to the equality and diversity facilitators 6 monthly as a minimum.**

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- be reported during the project board meetings as a standing agenda item
- reported quarterly at the Programme Board
- have responsible leads assigned to each action plan
- responsibilities outlined within the job descriptions of the project roles for monitoring and delivering these action plans

## **7 Tell people what you are doing**

Information on how you will publicise decisions, actions and service improvements. How will you make this available to the public?

The equality impact assessment will be made available on the LAS public website.

A PPI event dedicated to the SIP 2012 will provide an opportunity to examine those developments and decisions made at that stage, with further developments to be publicised at future PPI events.