

## Full Equality Impact Assessment Form

**Equality Relevance** High  Medium  Low

### 1. Name of the policy or practice?

Managing Change and Redeployment policies

Covering –

- a) management of all change and reorganisations on a small or large scale
- b) redeployment of staff affected by change or the end of a fixed term contract
- c) redeployment of staff with an impairment as a reasonable adjustment to ensure their ongoing employment

### 2. What is the aim, objective or purpose of the policy practice?

- To provide a fair transparent and consistent method for implementing and managing change.
- To set out clear procedures for redeployment in order to avert compulsory redundancy.
- To provide a framework for the redeployment of disabled staff to ensure their ongoing employment.

### 3. Who is responsible for developing the policy?

HR and Unions

### 4. Who is responsible for implementing the policy?

Managers, HR, Unions

### 5. Who is the policy intended to benefit?

- All staff affected by change should benefit from having a policy in place as it provides an appropriate legally compliant process for managing change ensuring that all staff groups are treated consistently.
- Staff on a fixed term contract by providing access to redeployment to other suitable roles.
- Staff with a disability will specifically benefit from the redeployment policy for disabled staff.

### 6. What is intended to be achieved by the policy?

- Compliance with the law in respect of DDA/Equality Act and procedures for redundancy.
- A fair process for managing change ensuring clarity and clear communications.
- A clear procedure for staff going through redeployment who are 'at risk' of redundancy.
- A fair process for staff with an impairment , where as a reasonable adjustment, redeployment is an option in maintaining their ongoing employment.

**7. How will you know if this policy has been successful?**

- Successful reorganisations – more positive feedback in the next staff survey regarding the management of change.
- Fewer redundancies due to a supportive redeployment scheme.
- Through the option of redeployment to a different role, staff with a an impairment will be retained in ongoing employment in cases where they are no longer able to continue in their role.
- Fewer grievances relating to change or redeployment.
- Monitoring equality groups before and after reorganisations to ensure there has not been a detrimental impact.

**8. Do the following equality groups have different needs, experiences, issues and priorities in relation to the intended outcomes of this policy?  
Please give information/ evidence to support your answer.**

	Yes	No	Not known – Do you need to generate sources of information?
<b>Women, men, transgendered people</b>	X - women are often primary carers for children and may have established child care arrangements that could be difficult to change if they are relocated/hours of work change. Fewer senior managers are women (only 24% in the staffing compendium 2009). Trans people may not have designated toilet facilities available after relocation.		
<b>Black and minority ethnic groups</b>	X Fewer senior managers are BME. (0% in the staffing compendium 2009). External		

	<p>research suggests that people in BME groups suffer higher levels of unemployment than other people. Change in location or team may impact on cultural commitments or preferences e.g. access to prayer facilities or access to culturally diverse food outlets.</p>		
<b>Disabled people</b>	<p>X –staff with an impairment going through change programmes may have different needs e.g. a change in work location could have more of an impact on someone with a disability. Different impairments may need different adjustments not just physical e.g. support for staff with mental health conditions.</p> <p>Consideration should be given to ensure reasonable adjustments are considered as part of the change programme and the impact changes may have on someone with a disability e.g. space planning, office moves, lighting, access to buildings etc.</p> <p>If someone with an impairment changes post or location consideration should be given to ensure reasonable adjustments are in place for the new post or location. Historically disabled people face higher levels of unemployment.</p>		
<b>Younger or older people</b>	<p>X – young and old people may have a different perspective on change and threat of</p>		

	<p>redundancy/likelihood of finding other work. Younger people will be entitled to less benefits at severance due to length of service</p>		
<b>People of different religion and beliefs</b>	<p>x Change of location may cause issues for people who may have religious/faith commitments such as prayer at different locations to UWE campus. Access to culturally diverse dietary outlets.</p>		
<b>Lesbian, gay and bisexual people</b>	<p>X Relocation to a different site or team may affect LGBT staff who are 'out' and not 'out' at work. It could add a further level of stress in having to join a new team, depending on what the team is like.</p>		

**9. Is there potentially adverse impact on the following equality groups as a result of this policy? Please give information/ evidence to support your answer.**

	<b>Yes</b>	<b>No</b>	<b>Not known - Do you need to generate sources of information?</b>
<b>Women, men, transgendered people</b>	<p>X - consideration needs to be taken to ensure women on maternity leave are appropriately consulted with about changes and possible redundancies. Changed posts – this may affect women or men with new or existing care responsibilities if there are different work patterns/ different</p>		

	<p>hours etc.  More women are part-timers and may therefore have fewer redeployment opportunities available to them.</p>		
<b>Black and minority ethnic groups</b>	<p>X – more BME staff are on fixed term contracts as opposed to permanent contracts (13% - staffing compendium 2009) and therefore could be at greater risk of redundancy.  Fewer BME staff get appointed to posts (only 9.6% whereas 16.5% applied - staffing compendium 2009).  Need to ensure all recruiting managers are sufficiently trained to avoid bias or preconception.  Consider having BME on interview panels.  Ensure our recruitment and redeployment processes are fair and support made available e.g. coaching in interview techniques for both candidates and recruiters.</p>		
<b>Disabled people</b>	<p>X - appendix 3 of the redeployment policy specifically refers to disabled staff (outside of the change procedure) who may benefit from redeployment to a different post in order to ensure their ongoing employment.  Application, selection and redeployment processes can pose problems for certain groups of disabled staff.  Ensure reasonable adjustments are available so that people from this group are not disadvantaged.  Relocation to a new post may impact on travel to work or change in work station may need physical aspects to be reviewed.  Ensure our recruitment and</p>		

	<p>redeployment processes are fair and support made available e.g. coaching in interview techniques for both candidates and recruiters.</p> <p>Current provision for adjustments and management of this needs to be reviewed. There is evidence that the current provision is not always appropriate or effectively managed in terms of lines of responsibility and timeliness</p>		
<b>Younger or older people</b>	<p>X – redeployment opportunities and severance available. Older staff may find it more difficult to find work. Severance is not so attractive to younger workers.</p>		
<b>People of different religion and beliefs</b>	<p>X</p> <p>Need to ensure all recruiting managers are sufficiently trained to avoid bias or preconception. Ensure balanced and reflective interview panels.</p> <p>Ensure our recruitment and redeployment processes are fair and support made available e.g. coaching in interview techniques for both candidates and recruiters.</p>		
<b>Lesbian, gay, bisexual people</b>	<p>X LGBT people may have different experiences and moving to a new location or team may have an adverse impact as outlined in Q8.</p> <p>Ensure our recruitment and redeployment processes are fair and support made available e.g. coaching in interview techniques for both candidates and recruiters.</p>		

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**10. Is the policy designed or does it have the potential to promote equality for particular groups or good relations between groups? If so, how?**

- The redeployment policy in respect of disabled staff is designed to promote the equality for this group and support ongoing employment.
- This EIA is the overarching assessment for redeployment and change, each restructure within the University will conduct its own EIA in order to identify specific equality issues that apply to those specific groups of people.
- Monitoring data should be collated for each change exercise to identify whether this particular exercise shows any evidence of adverse impact on particular equality groups. Staffing compendium data should be reviewed on an annual basis in order to review the impact of change on staff across the whole university.
- When change is being undertaken it is crucial that equality groups are considered, for example with ringfences or selection criteria to identify possible negative impacts at that point.
- A review should be conducted on an annual basis with a review of the staffing compendium data and recommendations given for improvements.

**11. Do you need to carry out a formal/informal consultation internally or externally at this stage? Who do you need to consult?**

- The Trades Unions have been fully consulted on the policies.
- Legal advice has been taken in developing the policies in respect of fixed term workers and disabled staff to ensure compliance with the DDA
- Equality networks will be consulted.

**12. What method or mechanism would be best suited for this consultation?**

- Via email and face to face.

**13. What action could be taken to mitigate any negative impacts identified or is there an opportunity to take steps to address different needs or promote equality of opportunity more effectively? If yes, please comment and complete action plan.**

- Consultation with staff and unions through change programmes and EIA's completed for each one.
- Ensuring E&D groups are considered during a ringfencing or selection phase by consulting with the manager and staff.
- Ensuring appropriate communication of proposed changes and impacts to people on maternity leave, on long term sick leave or where extra support or time is required for specific groups of disabled staff as outlined in the policy.
- Extra support given to BME staff going through redeployment in completing application forms and interview preparation if required.
- Ensuring recruiting managers are fully trained in fair selection.
- Appropriate support and reasonable adjustments made available as required for staff with an impairment going through redeployment.
- Promotion of the positive impacts of our redeployment policy to managers across the University for those at risk of redundancy or who have a disability to maximise opportunities for ongoing employment.

**14. Who will be responsible for monitoring the implementation of the action plan?**

HR

**15. Please outline how you have revised the policy (if necessary) in the light of the Equality Impact Assessment. If no change is to take place please give reasons.**

We have taken legal advice regarding the redeployment of staff on fixed term contracts or staff 'at risk' of redundancy revised the policy in response, for example giving redeployees the chance to have prior consideration up to the interview point to ensure we maximise the opportunities for ongoing employment rather than making any staff redundant.

We have extended the rights of women on maternity leave to have the first level of prior consideration above all others.

We have revised the policy and extended the rights of staff with a disability to provide options of redeployment to maximise ongoing employment.

We have stressed the mandatory need to complete an EIA for each change programme to ensure the needs and impacts of staff with protected characteristics are fully considered and mitigated.

We have written a business case pro forma to ensure consistency and fairness in approach when managing change, given guidance on communication with staff and provided an implementation checklist.

The policy is now more positive and fully legally compliant for these groups of staff.

**16. Please indicate when you think this policy/practice should be reviewed next:**

These policies have been in place for the last 2 years and much of the revision has been as a result of custom and practice and the interpretation of the guidance. This version aims to be clearer in all aspects of managing change and redeployment. The university is entering a large reorganisation programme through 2010/11. We would therefore recommend the policy is reviewed in 2012.

**Equality Impact assessment completed by:**

Name	Rachel Mylrea
Post title	Acting Head of HR Operations
Faculty / service	HR
Date	17 March 2010 drafted. Revised version 11 November 2010.

Please return this form to the Equality and Diversity Unit. The equality and diversity unit will provide feedback and will publish the final document.

**Confirmed by the equality and diversity unit:**

Name	
Date	

**ACTION PLAN – Name of Policy ...Managing Change and Redeployment..... Service/Faculty...whole University.**

<b>Issues</b>	<b>Actions required</b>	<b>Responsible Person</b>	<b>Resources required</b>	<b>Target date</b>	<b>Success Indicators</b>	<b>What progress has been made?</b>
Information/data required	Data collected from staffing compendium for 2009. Attached.	HR		Review 2010 compendium		Reviewed data on staff in post by gender, ethnicity and disability
Consultation	Trades Unions have been consulted from Sept 09 to march 2010. Consultation with Equality groups November 2010.	HR		End 2010		Consultation has occurred.
Monitoring and review arrangements	Monitoring equality groups employed before and after changes.	Restructuring manager of the change		Review 2010 data		

Publication						
Other actions	<p>Ensuring managers who are leading change are trained in Equality and Diversity. Positive promotion of the redeployment scheme to managers. Ensuring managers who chair redeployment interviews are trained. Training for all staff affected by reorganisation.</p>	<p>Learning and Development Centre/recruitment</p>	<p>Core module of UWE manager training</p> <p>How to get the job you want training is now available.</p>		<p>Improved distribution across grades for women, DME and disabled staff.</p>	<p>Future focus training, HOD training and Core manager training includes session on E&amp;D.</p>

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Please return form to the Equality and Diversity Manager