

Equality Impact Assessment Tool: Policy, Strategy and Plans

(Please follow the EQIA guidance in completing this form)

1. Name of Strategy, Policy or Plan

Workforce Change Policy and Procedure

Please tick box to indicate if this is: Current Policy, Strategy or Plan

New Policy, Strategy or Plan

2. Brief Description – Purpose of the policy; Changes and outcomes; services or activities affected

The workforce change policy and procedure aims to provide a framework for how staff will be managed during episodes of organisational change. It achieves this through a consistent process which includes ensuring the organisation retains skills and experience of staff, re-training and voluntary severance, re-deployment. The policy and procedure applies to all employees of Board who are subject to organisational/service changes.

3 Lead Reviewer

Ian Reid, Director of HR & Donald Sime, Employee Director

4. Please list all participants in carrying out this EQIA:

5. Impact Assessment

A Does the policy explicitly promote equality of opportunity and anti-discrimination and refer to legislative and policy drivers in relation to Equality		
The policy mentions the need for treatment of individuals affected by the change to be fair and lawful. The aim of the policy is to ensure that no one is treated in an unlawful way due to their ethnicity, sex, transgender status, age, disability, socio-economic background/ social class, sexual orientation or spiritual/ religious belief.		
B What is known about the issues for different equalities groups in relation to the services or activities affected by the policy?		
		Source
All	At present there is limited monitoring activity underway specifically in relation to people affected by organisational change, within the organisation although generally dismissals are recorded on the Empower HR system.	
Gender		
Ethnicity		
Disability		
Sexual Orientation		
Religion and Belief	.	
Age		
Social and Economic Status		

C Do you expect the policy to have any positive impact on equalities or on different equalities groups?			
	Highly Likely	Probable	Possible
General	The policy mentions the need for treatment of individuals affected by the change to be fair and lawful. The aim of the policy is to ensure that no one is treated in an unlawful way due to their ethnicity, gender/ transgender status, age, disability, socio-economic background/ social class, sexual orientation or spiritual/ religious belief.		
Gender	As "general"		
Ethnicity	As "general"		
Disability	If a staff member has disclosed that an individual has a mental health/disability, the organisation will address issues associated with this including removing any obstacles/barriers during the period of change to ensure that a disabled member of staff is treated in the same way as a non-disabled member of staff.		
Sexual Orientation	As "general"		
Religion	As "general"		

and Belief			
Age	As “general”		
Social and Economic Status	As “general”		

D Do you expect the policy to have any negative impact on equalities or on different equalities groups?			
	Highly Likely	Probable	Possible
General			If someone is off long-term sick/ carers leave, secondment etc, the policy needs to ensure that they are not disproportionately affected by the change process.
Gender			If someone is off on maternity/ paternity leave, the policy needs to ensure that they are not disproportionately affected by the change process
Ethnicity		Black and ethnic minority groups are under represented in senior management. The policy needs to ensure that organisational change is not running counter to this.	Across the workforce in general, there is a mixed and varied workforce. However in certain occupations there may be an over-representation of ethnic groups, e.g. Laundry services. Workforce change could impact on these groups due to the differentials

			in the workforce.
Disability		<p>If an employee hasn't disclosed their Disability, this may impact on managers understanding and ability to support the employee through the change process.</p> <p>If a member of staff is off work due to Disability and adversely affected by the change process, there could be issues which may relate to potential Disability Discrimination.</p>	
Sexual Orientation			
Religion and Belief			
Age	<p>The term "length of service" listed on page 8 could be seen as a discriminatory factor on organisational change due to perceived or underlying age discrimination. It is important that the skill set remains the overarching discriminatory factor.</p>		
Social and Economic Status	<p>We are aware of people with low literacy levels who could be inappropriately affected by the change process in terms of understanding the process</p>		

	of change.		
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E Actions to be taken		
		Responsibility and Timescale
E1 Changes to policy	<ul style="list-style-type: none"> ✓ Page 8-9 2.2. Need to rephrase “Slotting in” ✓ Page 9 -9.3.4. Re-name Re-deployment questionnaire to personal questionnaire ✓ Page 10- 10.3c. “Appropriate training provision” This reference will need to include senior managers who are currently enrolled on the Performance Management System in addition to staff who are on KSF based systems. 	
E2 action to compensate for identified negative impact	<ul style="list-style-type: none"> ✓ Need to reference the policy with specific equality legislation and the Board Equality Scheme. ✓ Change anti-discriminatory statement to a standard clause across all four policies ✓ Need to ensure that as part of the Staff Governance Standard, ensuring staff are well informed, a literacy component is built into this process. ✓ Page 21-Additional of payroll number to support equality monitoring of people going through organisational change. 	
E3 Further monitoring – potential positive or negative impact	<ul style="list-style-type: none"> ✓ We propose to include equality monitoring (via payroll field) on the personal questionnaire included in Appendix 3. This will enable us to ensure a fair an equitable approach to the policy. 	
E4 Further	<ul style="list-style-type: none"> ✓ The impact of a mentoring/coaching/ counselling intervention during / 	

information required	<p>periods of change and its impact could be further investigated to support individuals identify goals, obstacles/ barriers and address issues in a positive way.</p> <p>✓ Need to check scope of policy (CHPS/CHCPS) also nursing and administration banks</p>	
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6. Review: Review date for policy / strategy / plan and any planned EQIA of services

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Lead Reviewer: Name:
Sign Off: Job Title
Signature
Date:

Please email copy of the completed EQIA form to john.crawford@ggc.scot.nhs.uk

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