**NHS Education for Scotland**

**Equality Impact Assessment**

**Planning Document**

**Title of function, policy, programme: Workforce/NLU Organisational Change Programme**

**Name of person completing this document: Suzanne Graham**

**Date document completed: 30 May 2016**

**1. Define the function**?

The purpose of this EQIA is to look at the organisational changes underway within the Workforce Directorate and the National Leadership Unit (NLU) to ensure fairness and equity, and to ensure employees are well informed, supported, treated sensitively and not discriminated against. This organisational change is the result of approval from the Change Management Programme Board in June 2015 to develop an organisational change plan involving four separate teams to undertake a collaborative review of their education and training provision. The teams involved in this review are:

* National Leadership Unit (NLU)
* Organisational Development (OD) and Learning team
* Training Development and Support Unit (TDSU)
* Knowledge and Skills Framework team

The purpose in instigating this change programme was to establish ‘*a responsive single system delivery model focused on impact’.*

It is anticipated that a more integrated approach would achieve better defined roles and improved development opportunities for our staff which will help maximise talent and potential while improving succession and workforce planning.

**2. Evidence used to inform assessment**

* NES Workforce data (April 2016)*.* This data set includes the full range of protected characteristics. We carried out a disaggregated analysis to identify the demographic characteristics of the pool of staff affected by the change.
* NES Organisational Change Policy and Procedures. This has previously been subject to an [equality impact assessment](http://www.nes.scot.nhs.uk/media/16581/EQIA-Org-change-policy.doc) (EQIA) which has informed our work. This EQIA considered wider issues on equalities and change management, and therefore this project is drawing on the evidence base from that EQIA.
* A programme of facilitated workshops with staff to gain a common understanding of what each team does, generate ideas and make plans for the future.

**3. Results from analysis of evidence and engagement**

A total of 24 permanent members of staff are considered to be impacted by the change programme in terms of how their jobs may change.

‘Current state’ NES workforce data has been gathered and analysed, providing a summary baseline from which to measure any impacts of the change on those 24 staff members.

Through analysis of all the evidence, potential issues were identified in relation to:

* Number of posts in the new structure, and any implications for career progression.
* Managing engagement with part-time staff, and ensuring opportunities are provided in the new structure (could indirectly have a negative impact on gender).
* Ensuring no discrimination and equality of opportunity in relation to age, gender, disability and/or ethnicity.
* Employees on maternity or paternity leave, ensuring they are treated in the same manner as those in the working environment (could impact on gender). At April 2016 the data does not identify any staff as being on maternity or paternity leave.
* Location of staff, ensuring no one would be disadvantaged from applying for new posts due to locality (literature suggests this could impact on carers, women with children, and those with a disability, with the need to travel being a barrier).
* Level of support/interview training available to staff wishing to apply for a post, ensuring the needs of all staff are considered (past studies have suggested age, disability and gender characteristics could be negatively impacted).
* Individuals on long-term sick, ensuring appropriate level of support is provided, and same opportunities are made available*.*
* In the event that the impact of the recruitment process is seen to be a disadvantage to a disabled person or someone on long term sick leave, the recruitment team will make an alternative means of assessment available.

The Workforce/NLU Organisational change programme will make use of the new Harmonised Job Descriptions (prepared by HR on behalf of NES) currently being rolled out across the organisation. The job harmonisation project was initiated in 2013 with the aim of simplifying and standardising the number of job roles in the organisation to meet NES’s requirements. Work has been carried out, in Partnership, which has allowed the number of job descriptions in the organisation to be streamlined from 295 to 40.

The objective of harmonised job descriptions is to standardise, simplify and enhance transparency, consistency and equality across NES. They will improve career pathways and assurance of equal pay for people doing the same work. They will also provide a measure of objectivity to the recruitment process.

Following implementation analysis will seek to address the continuing objective of mitigating any risk of unequal pay for men and women.

**4. Actions taken or planned in response to issues identified in the analysis**

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| **Issue identified** | **Action(s) in response to issue** | **Responsibility** | **Timescale** (indicate whether actions have already been completed, or provide timescale for carrying out the action) | **Resources required** | **What is the expected outcome?** |
| Number of posts in new structure, including opportunities for all impacted staff.  | The new structure is designed to ensure consideration is given to different working patterns, locations, and to ensure opportunities for career progression. | Director of Workforce and Associate Director of Corporate Services | Ongoing | N/A | Equal opportunities will be provided for all staff wishing to seek a post in the new structure, in line with HR Policy.  |
| Engagement with part-time workers | Meetings are scheduled at flexible times, in line with working patterns, to ensure maximum involvement. Information is made available by email and the intranet as a follow-up.  | Director of Workforce and Associate Director of Corporate Services | Ongoing | N/A | The communication needs of all staff are taken into account, and no one is disadvantaged in any way. All individuals impacted will be separately informed and consulted around the specific changes which affect their roles. |
| Staff on maternity leave | At April 2016, no employees have been identified as being on maternity or paternity leave. However, if staff do go on maternity or paternity leave, the project team will liaise with HR and relevant line managers to ensure staff are kept informed of the project and are in no way disadvantaged.  | Director of Workforce and Associate Director of Corporate ServicesLine managers of staff on maternity/paternity leave | Ongoing | N/A | Staff on maternity/paternity leave are kept fully informed and are not disadvantaged in anyway.  |
| Location | Although the future state structure will be centrally managed, there is no requirement to be located in a specific office. This will mitigate the risk of impact in relation to gender and disability. | Director of Workforce | Ongoing | N/A | Applications from all locations will be considered for all posts, and a choice of base location will be offered |
| Interview preparation | The project team are encouraging staff to contact them if they would like application and interview preparation support.  | Project Team  | Within the timescale that best supports the recruitment period  | To be determined as per need.  | Appropriate support will be provided depending on individual needs.  |
| Potential impact of the recruitment process to a disabled person or someone on long-term sick leave.  | In the event that the impact of the recruitment process is seen to be a disadvantage to a disabled person or someone on long-term sick leave, the recruitment team will make an alternative means of assessment available. The ‘ring fence’ letters will ask staff in the ring fence to make the project team aware of any special requirements for the interview process.  | Director of Workforce and Recruitment Team | Recruitment is anticipated to take place from July 2016 |  | Alternative means of assessment will be used for a disabled person or someone on long-term sick leave where the interview process is seen to disadvantage them.  |

**5. Risk Management**

Mitigation of the risks of discriminating against the identified protected characteristics is addressed through the actions in 4 above. National pay protection arrangements may lead to equal pay differences which cannot be locally risk managed as these are covered by national contractual terms and conditions. In the case of any instances where people are matched into lower grade posts, pay will be protected.

The use of harmonised job descriptions to standardise, simplify and enhance transparency, consistency and equality across NES will seek to mitigate any risk of unequal pay for men and women.

**6. Consideration of Alternatives and Implementation**

Scottish Government has been clear that they want to see NES make a step change in the alignment of its work and role in relation to this agenda and the ways of working we need to implement in order to deliver. Doing nothing was not an option and a risk to NES. Our current configuration does not position us well for the advent of shared services.

**7. Monitoring and Review**

This change programme will be monitored in partnership with HR, staff side, and any impacted Directorate (Workforce and Corporate Resources), along with all other change programmes across NES. This is to ensure that the organisational change has been managed fairly, and analysis of the outcome with regards to protected characteristics will include, but not be restricted to, the following:

* Impact of age, gender, ethnicity and location in relation to securing a post in the new structure
* Staff securing posts at same/higher/lower band (including number of matches)
* Split between full-time and part-time posts
* Characteristics of staff placed on redeployment register
* Complaints or grievances arising from the process
* Training provided, or mechanisms put in place, to ensure equal opportunities for all staff during assessment period
* Training provided, or mechanisms put in place, to ensure non-bias of assessors

**Dorothy Wright, Director of Workforce**

*Current as of 30/05/2016*

**Donald Cameron – Associate Director (Acting)**

*Current as of 30/05/2016*