



## EQUALITY IMPACT ASSESSMENT

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| Stage 1: Title and aims of the activity (“activity” is an umbrella term covering policies, procedures, guidance and decisions). |   |
| Service   | Corporate Services  |
| Section   | HR&OD   |
| Title of the activity etc.  | Employee Relationship Management (ERM) Project  |
| Aims of the activity  | The ERM Project will transform the way that the Council and its employees interact. It will allow employees and managers to deal more easily and efficiently with matters such as pay, overtime and expenses, attendance management, training course bookings, and employment contracts. By the end of the project all Aberdeenshire employees will be using the new Employee Service Centre, featuring a dedicated HR website, employee and managers self service, and an HR Service Desk.   |
| Author(s) & Title(s)  | <span style="background-color: #cccccc; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span> ERM Project Manager  |
| Stage 2: List the evidence that has been used in this assessment.   |   |
| Internal data (customer satisfaction surveys; equality monitoring data; customer complaints).                                   | The following internal data was utilised: <ul style="list-style-type: none"> <li>• Employee survey</li> <li>• Manager survey</li> <li>• Statistical information from HR&amp;OD teams on volume, identification and analysis of workload and complaints</li> </ul> This evidence supports investment in the project.   |
| Internal consultation with staff and other services affected.   | Surveys & interviews with managers and practitioners/users on fitness for purpose of current HR&OD processes and systems. Consultation with Support Service Managers and DMTs, Business Transformation Programme Board and Management Team supports investment in the project. (TUs are represented on BTPB)  |
| External consultation (partner organisations, community groups, and councils).  | The ERM team have visited and consulted with numerous Scottish and UK-wide councils and other public and private sector organisations to learn from their experiences.<br>The ERM team utilised the services of a sector expert consultant (2 days) at the pre-procurement stage of the project.<br>The ERM team are active members of and regularly attend meetings of national HR and Payroll professional bodies and groups of iTrent system users<br>These consultations, coupled with the project's regular review process ensure that it remains continually fit for purpose & reflective of current local & national trends, initiatives & approaches. |

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| External data (census, available statistics). |      |
| Other (general information as appropriate).   | N/A. |

**Stage 3: Evidence Gaps.**

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| Are there any gaps in the information you currently hold? | <p>Current baseline information on some aspects of relevance to the project is not currently available. Examples include:</p> <ul style="list-style-type: none"> <li>• Absence and associated cost data at the level of detail that would allow accurate measurement of the contribution of the project to the reduction of absence-associated costs to the Council</li> <li>• Overpayment details at the level of detail that would allow accurate and precise measurement of the contribution of the project to the reduction of overpayment costs to the Council.</li> <li>• Levels of customer satisfaction with HR&amp;OD are incomplete due to the merge of Payroll from Finance into HR&amp;OD after the commencement of the project.</li> </ul> <p>Such sets of data may not exist or be of sufficient volume or quality to be informative &amp; shape future service delivery.</p> |
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**Stage 4: Measures to fill the evidence gaps.**

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| What measures will be taken to fill the information gaps before the activity is implemented? These should be included in the action plan at the back of this form. | Measures:  | Timescale:   |
|  | <ul style="list-style-type: none"> <li>• Collection and analysis of best available data on both absence and overpayments is being undertaken.</li> <li>• A new annual customer satisfaction survey covering the entire scope of HR&amp;OD has been implemented.</li> </ul> | <p>April 2012 – December 2014</p> <p>Commenced 2012, annual event.</p> |

**Stage 5: Are there potential impacts on protected groups? Please complete for each protected group by inserting “yes” in the applicable box/boxes below.**

|               | Positive | Negative | Neutral | Unknown |
|---------------|----------|----------|---------|---------|
| Age – Younger |          |          | Yes     |         |
| Age – Older   |          |          | Yes     |         |
| Disability    | Yes      |          |         |         |

|   |     |  |     |  |
|---|-----|--|-----|--|
| Race – (includes Gypsy Travellers)                    |     |  | Yes |  |
| Religion or Belief                                    |     |  | Yes |  |
| Gender – male/female                                  |     |  | Yes |  |
| Pregnancy and maternity                               | Yes |  |     |  |
| Sexual orientation – (includes Lesbian/ Gay/Bisexual) |     |  | Yes |  |
| Gender reassignment – (includes Transgender)          |     |  | Yes |  |
| Marriage and Civil Partnership                        |     |  | Yes |  |

| Stage 6: What are the positive and negative impacts?   |  |  |
|--|--|--|
| Impacts.   | Positive<br>(describe the impact for each of the protected characteristics affected)   | Negative<br>(describe the impact for each of the protected characteristics affected) |
| Please detail the potential positive and/or negative impacts on those with protected characteristics you have highlighted above. Detail the impacts and describe those affected. | <p style="text-align: center;"><b>Disability</b></p> <p>The introduction of Employee and manager self service and the introduction of the Employee Support Desk have the potential to benefit employees with will be of benefit to any employees with disabilities in that they will simplify processes that were previously paper and/or communication intensive and will make communicating and accessing internal customer contact and services easier.</p> |  |
|  | <p style="text-align: center;"><b>Pregnancy and Maternity</b></p> <p>The project will simplify the processes utilised by employees and managers for the recording and administration of pregnancy, maternity and paternity and will therefore be of benefit to this group.</p>   |  |

| Stage 7: Have any of the affected groups been consulted?   |  |
|--|--|
| If yes, please give details of how this was done and what the results were. If no, how have you ensured that you can make an informed decision about mitigating steps? | No direct consultation specifically aimed at the protected characteristics groups was conducted, however the project has developed out of UK national HR best practice as reported by CIPD and from advice arising from the Scottish Government Best Value Audit. As such it reflects current trends and progress in the field of HR&OD. The affected groups were included within the consultation that has already been listed. |

| Stage 8: What mitigating steps will be taken to remove or reduce negative impacts? |                  |           |
|--|------------------|-----------|
| These should be included in any action plan at the back of this form.              | Mitigating Steps | Timescale |
|  | Not applicable   |           |

| Stage 9: What steps can be taken to promote good relations between various groups? |   |
|--|---|
| These should be included in the action plan.                                       | An ERM communications plan has been developed; key messages that require to be communicated to all stakeholders have been identified. |

| Stage 10: How does the policy/activity create opportunities for advancing equality of opportunity?   |  |
|--|--|
| <p>The ERM project supports the modernising of local government service delivery through the provision of improved, more easily accessible and faster services available to employees and managers at a time and in a way that meets their needs, advancing equality of opportunity for all.</p> <p>Employees and managers will be enabled to utilise online service delivery, improving access to faster, more accurate services, and will also have improved and simplified access to 'person-to-person' communication through the Support Desk. This will be of benefit to all employees particularly so for those groups already identified.</p> |  |

| Stage 11: What equality monitoring arrangements will be put in place?                           |  |
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| These should be included in any action plan (for example customer satisfaction questionnaires). | <p>This will be monitored through:</p> <ul style="list-style-type: none"> <li>• Annual HR&amp;OD customer satisfaction survey</li> <li>• Support Desk (SD) statistics and regular SD customer satisfaction surveys will allow service users to continually identify improvements, these will be fed back to the HR&amp;OD management team for action.</li> </ul> |

| Stage 12: What is the outcome of the Assessment? |   |   |
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| Please complete                                  | 1 | No negative impacts have been identified –please explain. |

|                           |  |   |
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| the appropriate box/boxes | No negative impacts for any protected groups have been identified. |   |
|                           | 2  | Negative Impacts have been identified, these can be mitigated - please explain.<br>* Please fill in Stage 13 if this option is chosen.          |
|                           | 3  | The activity will have negative impacts which cannot be mitigated fully – please explain.<br>* Please fill in Stage 13 if this option is chosen |
|                           | N/A.   |   |

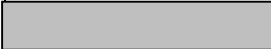


\* Stage 13: Set out the justification that the activity can and should go ahead despite the negative impact.

Not applicable

Stage 14: Sign off and authorisation.

|                                      |  |                                  |                               |                  |
|--------------------------------------|--|----------------------------------|-------------------------------|------------------|
| Sign off and authorisation.          | 1) Service and Team  | Corporate Services,HR&OD.        |                               |                  |
|                                      | 2) Title of Policy/Activity  | Employee Relationship Management |                               |                  |
|                                      | 3) <b>Authors:</b><br>I/We have completed the equality impact assessment for this policy/activity. | Name: <input type="text"/>       | Position: ERM Project Manager | Date: 09/12/2013 |
|                                      |  | Signature: <input type="text"/>  |                               |                  |
|                                      | Name: <input type="text"/>   | Position: <input type="text"/>   | Date: <input type="text"/>    |                  |
|                                      | Signature: <input type="text"/>  |                                  |                               |                  |
| 4) Consultation with Service Manager | Name: <input type="text"/> (Head of HR&OD)   | Date: 09/12/2013                 |                               |                  |

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| 5) Authorisation by Director or Head of Service   | Name: <input type="text"/><br>Position: Director of Corporate Services<br>Date: | Name:<br>Position:<br>Date: |
| 6) If the EIA relates to a matter that has to go before a Committee, Committee report author sends the Committee Report and this form, and any supporting assessment documents, to the Officers responsible for monitoring and the Committee Officer of the relevant Committee. e.g. Social Work and Housing Committee. | Date:   |                             |
| 7) EIA author sends a copy of the finalised form to: eia@abdshire   | Date:   |                             |
| (Equalities team to complete)<br>Has the completed form been published on the website? YES/NO   |   | Date:                       |

| Action Plan  |            |          |  |  |                                    |
|--|------------|----------|--|--|------------------------------------|
| Action   | Start      | Complete | Lead Officer   | Expected Outcome   | Resource Implications              |
| ERM seeks to incorporate equalities principles into the design of all services, including website and form designs.  | Apr 2012   | Mar 2015 |    | Increased satisfaction with, and accessibility to employee and manager services. | To be met within project resources |
| ERM will ensure that improved traditional means of contact by phone will continue to be available for those that require it through the introduction of the Employee Support Desk. | Apr 2012   | Mar 2015 |    | Increased satisfaction with, and accessibility to employee and manager services. | To be met within project resources |
| Continue to develop the ERM communications plan which includes key messages that require to be communicated to all stakeholders including those with protected characteristics.    | April 2012 | Mar 2015 |  | Increased satisfaction with, and accessibility to employee and manager services. | To be met within project resources |

|   |                   |                 |  |   |   |
|---|-------------------|-----------------|--|---|---|
| <p>Project to address gaps in data quality through collection and analysis of available data, analysis of annual customer survey and introduction of Support Desk surveys once implemented.</p> | <p>April 2012</p> | <p>Mar 2015</p> |  | <p>Increased satisfaction with, and accessibility to employee and manager services.</p> | <p>To be met within project resources</p> |
|---|-------------------|-----------------|--|---|---|