



Equality Analysis: HR Re-Alignment

This form enables you to reflect on your proposed activity, and to assess the potential positive and negative impacts it might have on different members of our community. The EA is designed to help you ensure your activities are meaningfully considered and not wasting your time on a project or activity that will later need to be changed or disbanded due to not thinking about the practical needs of our users. If you have any questions about how to complete this EA, please read the [EA Guidance](#) or contact the Equality and Diversity Unit: EA@uwe.ac.uk.

1. Summary

Project outline	<p>This project seeks to realign and restructure HR in order to :</p> <ul style="list-style-type: none"> • enable HR to deliver its priorities: the core service, HR online, Performance 2020 and supporting change particularly strategic programmes and projects including Learning 2020, Ways of Working 2020 and Campus 2020. • enables sustainability of strategic and operational change e.g. mainstreaming of performance and reward proposal. • support internal changes in the organisation: for example a new senior management structure and the need for access to improved management information. • support external changes in higher education and the economy: such as an increased focus on attracting and retaining high-performing colleagues requiring specialist knowledge in areas such as reward, employee relations etc • Maximises clarity of accountabilities, efficiencies, agility, creating “centres of excellence” (specialist teams)and ensuring clear communication channels and points of contact with colleagues. • ensure good organisation design, aligned to the university’s organisation design principles. • enable the Trade’s Union relationship, support the change agenda and enabling simplification, maintenance and review of policies.
Equality Analysis Ref no.	Obtained from EA Log
Project manager & contact	Debbie England and HR Exec

2. Proposed Change, process or practice being analysed

see above

3. What sources of information/data, or who have you identified to help explore potential outcomes?

HR staff data , staffing compendium , other restructuring EAs , guidance from CMF

4. Scoping for consultation		
Does this EA require a consultation within 3 or 6 weeks (matrix to help you decide here)	3weeks	
Would this change benefit from consultation with the wider University community, stakeholders or community?	Yes	
Identify who and how these will be contacted.	Tus, staff changes group , VCAB – through existing meeting structures, consultation stuctures. HR department colleagues,	

5. Assessing the proposal from different perspectives

Consider the impact your proposal might have on people who might identify with the protected groups ⁱ below and explain why you have made that assessment.			
	Positive Outcomes ⁱⁱ	Negative Outcomes ⁱⁱⁱ	Further investigation, resulting modifications or promotion of the positives. (Include person responsible for implementation)
All	Opportunity to re energise cross team working Provide greater clarity in role accountability Provide clearer career paths with greater opportunity for movement	Uncertainty/anxiety created when implementing change Disruptive of existing team relationships including where people may have shared info re protected characteristics with team managers or team members only	Need to promote a culture of inclusion – make all issues discussable and challenge stereotypes . Need to ensure wide consultation within the function and ensure opportunity to raise E and D issues in a safe environment.
Age	HR has a younger than UWE average workforce. Clearer career structures provide further opportunity to attract and retain staff of all ages		Innovations being implemented need to be highlighted in recruitment to HR.
Disability	Given that re org will take place at around the same time as move to North Avon House there is real opportunity to make sure physical adjustments are planned in for those that require them	There may be disruption to reasonable adjustments already in place	Ensure that new team managers are fully briefed on existing adjustments so that as far as is possible these are replicated in new teams in new location. Work with Northavon House team to ensure that new office space is barrier-free for all, and facilitates individual and team working.
Gender	HR is 89% female – clearer career paths and possible vacancies may provide opportunity to attract a more gender-balanced workforce.	42% of staff in HR are part time – these staff are likely to be anxious about possible need to change working pattern in relation to new roles	Seek to retain working patterns wherever possible. Also seek to create more formal job shares so that work is more formally covered across the week. If it is necessary from a service point of view to change working patterns we would seek to do this over a period allowing a



5. Assessing the proposal from different perspectives			
Consider the impact your proposal might have on people who might identify with the protected groups ¹ below and explain why you have made that assessment.			
			planned transition. Continue to recognise the male minority experience in our comms and in meetings.
Gender identity &/or gender reassignment/ Trans People	Currently no one in HR with this characteristic.		We need to anticipate that transpeople might join HR and put inclusive measures(and if necessary, staff training) in place to ensure they feel able to give their best here.
Marriage and/or civil partnership	No known impactbut this links to sexual orientation in that we want to be a culture that doesn't make assumptions about one another.		
Pregnancy and/or maternity (incl Adoption)	Given timing with North Avon House – opportunity to plan space to support pregnant staff and those returning from various forms of maternity leave.	More challenging to communicate with those on maternity leave during a time of organisational change . This can also add to anxiety as concern about roles available, working patterns after maternity or adoption leave.	Ensure communication plans are inclusive of those who are pregnant and on mat leave. Ensure we follow redeployment procedures carefully in relation to those who are pregnant or on maternity leave at the time of the change Ensure space in new location enables expressing and storing of breast milk, breast feeding etc
Race/ BME	New roles and increased clarity may provide opportunity to further diversify the HR workforce which is currently only 6.8% from BME backgrounds (UWE target is 16%)		We plan to implement positive action around BME applicants university-wide. This will also be extended to HR recruitment.
Religion and/or belief	Move provides opportunity to provide a designated space for expression of religion and belief – eg Multifaith or prayer room in North Avon	Working patterns in existing teams may have been arranged to accommodate events in relation to religion and belief; changing team structures may affect this.	Encourage open dialogue at time of change to enable existing patterns to be retained or if possible even enhanced .
Sexual orientation	Possible Vacancies in the structure may provide opportunity to recruit and create a more diverse workforce		
Other specific group (eg International or Widening Participation)	N/A		



6. Are there any opportunities that could be created, or further promoted to help our Public or Specific Duties:

eliminate discrimination, harassment and victimisation? ^{IV}	Yes – through consultation , one to ones , general departmental comms
increase fair access to opportunities between different protected characteristic groups and those that do not ^V	Yes – via recruitment to possible new posts
or to foster good relations by raising awareness and understanding of each other ^{VI} ?	Yes through comms plan and leadership behaviours

7. Next Steps:		<i>Delete or complete as appropriate</i>	
Is further monitoring or engagement required? (beyond the review)	Full consultation – March 2016, update EA April 2016, review EA September 2016	Yes	<input type="checkbox"/>
How will the potential E&D impacts be monitored and implemented?	Revisit HR E and D data September 2016 and review EA through HR Exec		
When will you review this Equality Analysis?	March to September 2016 through HR Exec		
What measure/statistic/data will you use to check if your proposal/activity has had a positive, negative or neutral outcome?	HR E and D data monitored throughout – staff survey November 2016 as well as team feedback in meetings And in general departmental ‘temperature checking’		

8. E&D Unit Recommendation

The outcome of the Equality Analysis is (Place a x in corresponding box to final outcome decision and sign off by EMG):

No major change: the proposal is neutral or positively promoting equality and diversity at UWE	<input type="checkbox"/>
Some adjustments required: there are or potentially were some negative outcomes and the proposal has been adjusted to reflect these additional considerations	<input type="checkbox"/>
Considered impacts are legally justified: there are no further mitigating measures that can be applied, the impact is an a result of legal requirements. The risks have been investigated and considered by the appropriate stakeholders and there is no risk of unlawful discrimination. Further details are included in the Analysis.	<input type="checkbox"/>
Stop and removal of policy: the potential negative outcomes of the proposal can not be legally justified or mitigated for and/ or there is a risk of unlawful discrimination	<input type="checkbox"/>
E& D Unit Representative	<input type="checkbox"/>
Date	<input type="checkbox"/>



9. Faculty/Service/ Departmental Sign off

I am satisfied with the results from investigation, consultation and analysis. The progression of this EA will continue to throughout the activity/project and I will ensure that a review is undertaken following the final implementation of the proposal, to assess its actual impact. Any actions or feedback that results as a consequence of ongoing project changes will be monitored and incorporated within the stated processes. Any negative outcomes will be resolved with the appropriate stakeholders identified.

Faculty Dean or Head of Service	Debbie England
Faculty / service	HR
Date	01.06.16

Please forward an electronic copy to the E&D Unit by emailing EA@uwe.ac.uk

Upload final document and subsequent reviews by contacting: XXXXXXXX Further guidance [here](#)

The original signed hard copy and/or electronic copy should be kept with your team for equality audit purposes, information of information requests and progression of actions/review.

ⁱ **Protected characteristics** are as identified by the Equality Act 2010 (The “Others” row is an exception to the legal protected characteristics. However, as UWE is interested in providing the best learning and working environment for all our members we encourage active thought for all diversity groups that proposals/activities may effect, for example International students or widening participation groups.

ⁱⁱ A **positive outcome** or impact is where a person or people may experience an advantage or benefit as a result of the proposed change. This includes positive action to overcome a disadvantage, meet different needs or encourage participation. An illustration of this principle could be: establishing a new equalities group to consult on setting up a new service to support students, and for future consultation or ongoing networking. Can we think of a better example?

ⁱⁱⁱ A **negative outcome** or impact is where a person or people may experience a disadvantage compared with others, or compared with what was previously available, or planned. For example a new bus service is set up to help all students travel between campuses, except no drop kerbs or accessible buses are available. Bear in mind that some negative outcomes may be justified on the basis of a legal requirement or applicable exemption including use of positive action or where the outcome would conflict with other legislation, e.g. Health & Safety. If a negative outcome can not be mitigated for due to a legal requirement, identify the legislation and considerations you have considered to reduce the negative impact and/or rationale for the decision.

^{iv} Examples of eliminating discrimination could include implementing a policy to amend the University pension scheme to include civil partners as survivor beneficiaries or amending the University’s protocols on publicity material for potential students to include alternative formats accessible to disabled students.

^v Examples could include projects that aim to increase participation of female students in Faculties where they have been traditionally under-represented, running a marketing campaign that might increase the number of ethnic minority student enquirers or launching a policy that aims to increase the number of male staff taking up flexible working.

^{vi} Examples could include increasing the integration of people from different backgrounds through engagement and consultation or providing unconscious bias training for staff to explore stereotypes and perceptions.