

Equality Impact Assessment (EIA)

Use of the Leadership Competency Framework and the behavioural interviewing guidelines during the 2nd and 3rd tier restructuring

Equality impact assessment form

Please use this form to record your findings, proposed actions, equality objectives and targets. Use the guidance notes to

help you do the assessment or contact the Equality Standard Project Manager if you need some advice

About the policy, practice, service or function you are assessing

Name of policy, practice, service or function: Use of the Leadership Competency Framework and the behavioural interviewing guidelines during the 2nd and 3rd tier restructuring

Assessment team leader name: Mark Edwards – Performance and Learning Manager

Date of assessment: 12 February 2010

Department responsible: Resources HR

Other members of assessment team:

Name	Position	Area of expertise	Comments
Ann Webster	Equality and Diversity Lead	Equalities	
Maggie Fennel	Chair – Disabled Employees Network	Equalities	
Laura Jones	HR Consultant	HR	
Pam Hadfield	Performance and Learning Adviser	HR, Learning	

Question	Response/ findings
<p>What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing?</p>	<p>The ensure fair, effective and consistent selection decisions during the restructuring and in particular ensure that:</p> <ul style="list-style-type: none"> • The reasoning behind each recruitment decision can be effectively communicated. • The process can identify areas for development. • Constructive feedback can be communicated to unsuccessful candidates. • There is a clear record of the recruitment decision.
<p>Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person, team, department, or body – and include any outside organisations who deliver under procurement arrangements</p>	<ul style="list-style-type: none"> • Members • 1st and 2nd tier officers • Stakeholder panel members • HR Officers support the process
Question	Response/ findings

<p>Who is affected by the policy, practice, service or function, or by how it is delivered? Such as, who are the external and internal customers, groups, or communities?</p>	<p>Immediately – 2nd and 3rd tier officers</p> <p>Subsequently - All staff and service users will be impacted on by the change in management</p>
<p>What outcomes do we want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?</p>	<ol style="list-style-type: none"> 1. Effective and fair selection decisions. 2. A Cultural shift in management style leading to better service outcomes and raised employee engagement
<p>Question</p>	<p>Response/ findings</p>

<p>What existing or previous inspections of the policy, practice, service or function are there? For example, Best Value Inspections, policy reviews, research into the effects of a policy or practice.</p> <p>What did they tell you?</p>	<p>None – This is an entirely new process to us. It is however based on best practice in interviewing practice</p>
<p>Identifying potential equality issues and factors</p>	
<p>Question</p>	<p>Response/ findings</p>
<p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p>	<p>We will need to make sure the process is accessible to all potential candidates. This may involve designing out tables and other aspects that do not translate well into other formats.</p>
<p>Question</p>	<p>Response/ findings</p>

Is there any evidence of higher or lower take up under the policy or practice, or of the service or function for any particular groups? For example, who uses the service, who doesn't and why not?

The evidence is not available yet. We will monitor the process

<p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the service or function?</p>	<p>Yes (an increasingly ageing and diverse population). We have many new and emerging communities in the city now and it is important that our employees recognise this and provide services that meet their needs. Employment rights mean this reorganisation will reinforce the current make up of managers in the Council.</p>
Question	Response/ findings

Is there an indication that any of the policies or practices involved with the service or function creates particular problems or difficulties for any groups of customers or communities?

There is a danger that the competencies approach could mitigate against recognising diversity in styles and ways of getting things done. We think however the process is sufficiently flexible to be able to focus on intent and impact on others rather than the detailed approach. Where we ask for examples from the last three years – we will have to be mindful of women who may have been off on maternity leave or taken a career break. We will also have to be mindful of carers who may have had to have some time away from work and also disabled people – in these instances they should not be scored lower because their experiences may be a little more than within the last three years.

<p>What information or data exists? For example, statistics, customer feedback, complaints, research, monitoring – who keeps it and can you get hold of it?</p>	<p>An evaluation methodology will be developed using feedback from candidates to review and improve the approach.</p>
<p>Question</p> <p>Does any equality or diversity objectives already exist? If so, what are they and what is current performance like against them?</p>	<p>Response/ findings</p> <p>These selection processes are still governed by the Equality and Diversity Policy. We produce equality employment statistics yearly and also have a set of employment objectives. The statistics and objectives can be found at www.derby.gov.uk/equality</p>

<p>Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?</p>	<p>Not known at this stage, we will look for this during the monitoring/evaluation process</p>
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Collecting the information and data about how the policy, practice, service or function, impacts on communities

Please record your information and data in this table and think about:

- what information or data you will need
- using both quantitative and qualitative data
- making sure that where possible there is information that allows all perspectives to be considered
- identifying any gaps in the information/ data and what it can tell you

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Customer feedback and complaints	This will be collected during the monitoring and evaluation process			
Consultation and community involvement				

Performance information including Best Value				
Take up and usage data				
Comparative information or data where no local information				
Census, national or regional statistics	Derby Community Safety Partnership did an exercise in 2008 of the profile of Derby	Questionnaire and observations form various sources throughout Derby compiled into one document	It told us that the City's minority ethnic community is estimated to have increased from 15.6% in 2001 to 21.8% in 2007 The report also told us of the wide range of languages spoken in the city . We have attached the report to this assessment	This did not give us the number of disabled people in the city nor LGBT people

Access audits or assessments such as DDA assessments			All our employment policies and procedures have reasonable adjustments made to them for any disabled job applicants or employees who need them	
Workforce profile	Our workforce statistics are collected yearly from job application forms and from Vision for existing employees	Vision and Recruit Active	The details can be found at www.derby.gov.uk/equality . We have just started to monitor sexuality and religion and belief for job applicants and so these will be included in our latest statistics due to be collected later this year.	We need to collect the data of how many existing LGBT employees we have and also what religion or belief people have
Where service delivered under procurement arrangements – workforce profile for deliverers				

Monitoring and scrutiny outcomes				
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Analysing the information and data and setting equality objectives and targets

Please give your detailed findings in this table

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?
This will be completed as part of the bigger equality impact assessment done when we have more information about how the new framework is working				

Objectives - process, impact or outcome based

Please give your proposed objectives/ targets in this table

Objective/Target:	Collect and analyse feedback from using a simple survey form. Report on findings by the end of June 2010
Specific	yes
Measurable	yes
Achievable	yes
Relevant	yes
Timed	Yes by end of June 2010

Objective/Target:	Prepare a more comprehensive EIA examining the impact of the Competency Framework on the rest of the organisation redesign and its impact on mainstream recruitment, performance management, development practice going forward
Specific	Yes
Measurable	yes
Achievable	yes – feedback from 2 nd 3 rd tier review will assist
Relevant	yes
Timed	yes – by end of August 2010

Objective/Target:	
Specific	
Measurable	
Achievable	
Relevant	
Timed	

Monitoring and reviewing - incorporating into performance management

Please summarise your objectives and targets in this table with your proposed monitoring and reporting arrangements

Objective	Planned action	Target performance			Responsible lead officer	Reporting cycle, for example, quarterly
		2009/2010	2010/2011	2011/2012		
	Collect and analyse feedback from using a simple survey form. Report on findings by the end of June 2010	June 2010			Pam Hadfield	

	Prepare a more comprehensive EIA examining the impact of the Competency Framework on the rest of the organisation redesign and its impact on mainstream recruitment, performance management, development practice going forward	August 2010			Mark Edwards	