Equality analysis form

1. Name of the activity (strategy, policy or practice etc.)

> To implement a new HR/Payroll software system, including functionality for eRecruitment, HR, Payroll, Training and Development, management information, and on-line services for employees and managers – "HR Online".

2. What is the aim of the activity (objective or purpose)?

> To provide more integrated systems for holding staff related data within the University, for generating staff related management information and for automating staff related processes for managers, staff and HR. To provide the facility for data held in the staff record to be accessed by the employee, with potential to update some data direct, and to be accessible to their manager as appropriate.

3. If amending a current activity, what changes are proposed?

> This system would replace the WCN eRecruitment system for recruiting to UWE employment, the SAP HR/Payroll system for managing staff employment and pay records, the AL SharePoint system for managing hourly paid staff hours schedules, and a number of local staff related systems operated in Faculties and Services. It could replace record systems used in Finance and Faculties/Services for monitoring staff establishment/ budgets. It would change certain processes currently conducted via paper forms or email correspondence to being processed on-line.

4. Who is responsible for developing and delivering the activity?

> A Project Board and Project Team – membership to be determined.

5. What measures will be used to assess whether the activity is successful?

> Accurate and comprehensive data held about staff to meet University needs.
> University management information needs met.
> Positive user feedback from HR, managers and staff
> Take-up of new processes delivered by the system by staff, managers and HR.
> Robust and reliable technical support for the system.
>
> See Appendix 2 for details of the benefit measurement approach

6. Does the activity have a potentially adverse impact on equality groups, in terms of employment issues and/or service delivery for students and/or staff? In the table below, please give evidence to support your yes or no answers. If the answer is not known, indicate how you will source evidence.

Meeting the public sector equality duty
Please also use the table below to demonstrate whether the activity has the potential to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. Please use the 'no' column to highlight your responses.

	Yes	No	Not known
Women and men	If the system can be deployed remotely this will give part time staff the option to carry out transactions at a time convenient to them, which would be proportionately beneficial to women. 43% of UWE staff are part-time; 70% of part-time staff are female. 6.8% of the population are manual with 56% of these staff being female. 67% of manual staff are part time, of which 75% are female. Staff who carry out manual jobs are less likely to have access to the necessary equipment on a day to day basis to carry out HR tasks. Provision will be made to ensure these staff have access to the necessary equipment to perform HR activities with training support as required to ensure a smooth transition. This may include the need to provide dedicated terminals for HR online access in key areas around the University. The system is also likely be available remotely and accessible through the use of smart devices providing a further mechanism for these individuals to access the tools.	No, there is no evidence to suggest either of these groups would be less able to access or use the technology proposed	
Trans people	A remotely deployed system will give staff the options to carry out transactions at a time and location convenient	No, there is no evidence to suggest this group of people would be less able to access or use the technology proposed	

	to them which would benefit this group if, for example, they were taking time away from work for medical appointments		
Black and minority ethnic groups	BME staff make up 7.6% of the workforce. 6.5% of UWE staff have a nationality where English is not the first language. Where a level of English is needed to use the system beyond that needed for the job these staff may need additional support in using the on-line system.		
Disabled people	People with visual impairments may have difficulty accessing web pages with assistive technologies if the pages do not meet specific UWE standards for the structure of the HTML language upon which they are based. Users with dyslexia may have an inferior experience of content if inadequate contrast options are available. Users with dyslexia or other cognitive disabilities which impact upon organisational ability or memory skills may have difficulties meeting on-line data and deadline requirements. Those who have difficulty using devices such as a mouse and keyboard may experience problems accessing content where the content of the page requires fine motor control over small areas of the screen and therefore allowing the content size to be enlarged can influence their use of the content. Users with learning disabilities may need support in using basic IT functionality. Additional challenges may be presented for staff with low literacy levels.		

	Users with disabilities may benefit from a system that can be used remotely if taking time away from work for medical appointments or if they are working from an alternate location such as their home. 6.2% of UWE staff have a declared disability. 8% of the manual staff population have a declared disability. Staff who carry out manual jobs are less likely to have access to the necessary equipment on a day to day basis to carry out HR tasks. Provision will be made to ensure these staff have access to the necessary equipment and are given appropriate support to perform HR activities. 1.5% of staff have declared a learning disability.		
Younger or older people	It has been suggested that some older people may be less familiar with IT and will find this change more challenging. This could lead to increased levels of stress unless, as for all groups, adequate support is readily available in transitioning to this system. 34% of UWE staff are aged 50 or over.		
People of different religion and beliefs	A solution that can be accessed remotely may provide benefits to people in this group who are taking time away from their base location for religious reasons – e.g. during Ramadan	No, there is no evidence to suggest any of these groups would be less able to access or use the technology proposed	
Lesbian, gay, bisexual people		No, there is no evidence to suggest any of these groups would be less able to access or use the technology proposed	
Marriage and civil partnership		No, there is no evidence to suggest any of these groups would be less able to access or use the technology proposed	
Pregnancy and maternity			

	A remotely deployed solution would give staff on maternity leave the opportunity to perform HR-related activities during their leave period. The solution would also be beneficial during the pre-maternity leave period for individuals who were not in the workplace perhaps due to medical reasons.		

General

Staff having direct access to the personal data that is being held about them by UWE can give reassurance that this is accurate and up to date.

If staff can view and update their equality data directly in the system, this will remove the need for HR data input staff to access it at an individual level.

It will no longer be necessary to use a separate survey tool to capture equality data from staff, or for HR staff to then be involved in the export and import of the data into the HR system.

As well as recording their disability status for statistical purposes, the system could give the facility for an employee's specific reasonable adjustment needs to be recorded.

There will be staff concerns about who can access their personal data, and strict limits and controls will need to be implemented and be effective.

Staff in HR and a few other areas will be impacted if process reviews result in procedural changes and they will have new tools to manage existing transactions more efficiently. Managers need to be aware of the impact and give their staff appropriate support through the period of change.

Implementation of the solution will be planned to avoid key calendar dates, wherever possible, to mitigate potential for increased levels of stress and negative impact to mental wellbeing. It is recognised that the new solution will introduce new ways of working for many staff and there are certain periods of the year that are extremely busy with "Business as Usual" activities. Deployment of new functionality will be phased to ensure there is ample time for communication and training; and for changes to be adopted before the next change is implemented. Reviews will take place after each deployment to ensure that lessons can be learnt and acted upon to reduce any perceived negative effects of change.

One of the key deliverables of the solution is to provide a secure structure to manage visibility of key data for individuals. This will ensure that confidential data will remain confidential and will only be visible to the individual, their line manager and designated members of the HR team. For example, if an employee records an absence on the system, it may be visible in certain views to their team to show that they are not at work. This information would be useful to the wider team to support resource planning. However, the detail of why they are not at work will remain confidential to themselves, their line management and relevant HR team members.

Data visibility levels will be clearly communicated to all involved and documented in the relevant process documents.   Wherever possible, customised help documents will be deployed to provide further detail on how data is used.

The University has a duty of care to its employees and the recording of data will ensure that employees are treated fairly and consistently in line with HR policies and procedures.

7. Please give evidence of how you have engaged equality groups in the equality analysis process. Is further engagement required?

The intention is to engage with relevant staff groups as appropriate as part of the project – in particular with staff focus groups to inform the content and design of the on-line facilities and these will need to reflect the make up of the staff body.

The project will be discussed at the Equality & Diversity Forum (EDF) in due course. The co-ordinator of the Disabled Staff Network (DSN) has taken part in the systems requirement gathering workshop for HR on line functionality.

The co-chair of the DSN has expressed an interest in being involved as the project progresses. Invitations have been extended to the Supplier demos for the Self Service module and the Project Team will seek to involve the DSN throughout subsequent project phases to ensure that deliverables are acceptable to DSN members.

In addition, the EU Staff Network have also expressed an interest in the project, particularly in regard to those staff where English is not their first language. Several members have accepted invitations to the Self Service demonstrations and have offered to support the testing phase to ensure the solution is accessible to their members.

8. What action can be taken to mitigate any potential negative impacts or address different needs? Please comment and then complete an action plan (see appendix 1).

Consultation and engagement with staff groups.
Appropriate training provided and computing facilities available.
Accurate and timely updating of the organisation structure and role occupancy in the system so that the rights and restrictions of managers to staff data are fully controlled.
Ensure the system is properly tested for accessibility and compatibility with assistive technology and tools.
The procurement process will require suppliers to meet UWE's accessibility requirements and provide software compatible with known UWE assistive technology.
Ensure individual staff have appropriate support in using the system to address any stress or anxiety, and any reasonable adjustments to enable them to use the system.

9. Please indicate the level of equality relevance:
High ☐
Medium   ☐Yes
Low ☐

10. Equality analysis completed by:

Name	Lesley Donnithorne
Post title	HR Manager (Systems & Information)
Faculty / service	Human Resources
Date	15 July 2015

Please return this form to the Equality and Diversity Unit for feedback and publication.

Equality analysis - action plan

Appendix 1

Name of activity: HR/Payroll Systems Project – "HR On Line"

Plan completed by: Lesley Donnithorne   Service / faculty: Human Resources

Issues	Actions required	Responsible Person	Resources required	Target date	Success Indicators	What progress has been made?
Information/data required	Ensure selected supplier meets equality standards. Ensure selected system meets UWE accessibility requirements	Haylie Carr/ Lesley Donnithorne	Included in the project resourcing for the system procurement phase.	This will be the date when the preferred supplier is selected in 2015/16	The required standards have been met.	The system requirements specification has been produced and these standards have been incorporated.
Consultation	Joint Staff Networks Forum EDF Disabled staff network Trades Unions Facilities manual staff Staff focus groups	Rebecca Ingram	Included in the project resourcing for the system procurement and implementation.	5 August 2014 17 November 2015 On-going Awaiting project planning.	Staff use HR On line for their employment activities.	Notified to the Joint Union Forum; regular updates to be provided. Reps included in requirements workshops, including the co-ordinator of the disabled staff network. Joint Staff Networks Forum

						consulted 05/08/2014. Consultation generally will be covered in the project change management and communications strategy.
Monitoring and review arrangements	Review applicant and staff feedback to check for any accessibility issues	Debbie England	To be included in on-going system support resourcing.	Post implementation review	Positive or negative feedback from users.	
Publication	Final draft uploaded to E&D site	Valerie Russell Emmott	-	July 2015	Feedback is received	EA draft reviewed by TU equality reps June 2014. Statistics, responsible person names and timescales updated July 2015.
Other actions	Incorporate key E&D messages in design and on-line information supplied to applicants and staff	Haylie Carr/ Lesley Donnithorne	Included in the project resourcing for the system implementation.	System go-live	Awareness of UWE's E&D strategy	To be included in system build plan.

	Provide definitive information to all staff about what personal data is available to whom.	Haylie Carr/ Lesley Donnithorne	Included in the project resourcing for the system implementation.	As determined by project communications plan	Staff understand extent of data visibility and confidence in data security	To be included in communications strategy for implementation.
	Provide advice to managers on how to support staff and manage any additional reasonable adjustments needed by staff to use the system.	Rebecca Ingram	E&D expertise during the change management planning	To be determined	All staff are able to use the system	To be included in change management planning.

Please return form to the Equality and Diversity Unit

Appendix 2 – Benefits measurement approach

Benefits will be measured by firstly looking at how a process operates prior to the introduction of HR Online and then assessing this compares to the process after HR online is introduced. Measures would normally be taken at a point in the six months leading up to implementation and then 3-6 months after go-live once the process has had a chance to become embedded and any go-live "wrinkles" have been smoothed out.

For example, if paper timesheets are currently used and were to be replaced with an electronic format, a measure could be taken identifying how long it takes for the paper timesheets for a team to be completed, processed and payment made. A similar measure could be taken for the same process once electronic timesheets were in place – this would hopefully show a reduction in the administrative overhead required to manually process timesheets. Another measure could be taken around the accuracy of manually entered timesheet data versus the electronic version – the electronic version should see a drop in incorrect payments due to data keying errors by administrators and, therefore an increase in "Right First Time" payments.

However, these measures will only work if additional consideration is given to ensure the "improvements" are not detrimental to certain groups.   When a basic measure is identified, the review will consider impact on the groups identified above – and if necessary, additional measures will be identified and taken to ensure changes are universally beneficial.

Some high level examples of benefits that could be measured for HR online can be found in this document.