

Equality Impact Assessment

1.	Title of Proposal:	New Appraisal Process with Competency Framework
2.	Service Area: Department:	HR – Organisational Development (OD)
3.	Description:	<p>This new process will be replacing the existing four paper based versions of Performance, Review & Development (PRD) that are currently undertaken with no competency framework and which is felt to be too cumbersome. This also seemed to reflect a relatively sporadic and low uptake in completing PRD's and was treated as a "tick box" exercise. Therefore a new electronic singular, appraisal with a competency framework that is more meaningful for employees and Managers and aligned to Scottish Borders (SBC) priorities and objective has been designed in the new Business World system.</p> <p>This new Appraisal process with Competency Framework is to enhance employee performance through growth & personal development. It's important that Managers and Employees feel confident using the Competency Framework, Appraisal process, objectives & Development plans and have a shared understanding of & contribution to the process.</p> <p>In an Appraisal all employees are evaluated on two areas - how well the Six Competencies are displayed in day to day work, in other words the way in which we do our job - as well as the individual objectives agreed within the Appraisal, the 'what' we are doing, which comprises our contribution to the SBC Business Plan to deliver the Corporate Priorities.</p>

		<p>Competency Framework to give consistency and guidance for all Employees and Managers. The benefits of the Competency Framework for Scottish Borders Council are:</p> <ul style="list-style-type: none"> • <i>Clearer, shared expectations for great service provision</i> • <i>Increase in quality & consistency of SBC’s Managerial skills</i> • <i>Increase in quality & quantity of completed Appraisal</i> • <i>Individual & team development is closer aligned to Service delivery</i> • <i>Greater consistency & quality of Change projects linked to Service outcomes</i> • <i>Continuous Improvement to resolve recurring problems & avoid duplication of effort.</i> • <i>A workforce that is more engaged, effective & responsive to change.</i>
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4.	<p>Relevance to the Equality Duty.</p> <p>Do you believe your proposal has any relevance to the following duties of the Council under the Equality Act 2010?</p>	
	Duty	Yes
	<p>Elimination of discrimination (both direct & indirect), victimisation and harassment?</p>	<p>All employees and managers are required to participate in the Appraisal process. No-one will be excluded. The Competency Framework sets out examples of the positive standards of behaviours to deliver our roles. These reflect the Values, Aspirations & Standards of Scottish Borders Council e.g. Be fair, equal & open, respect for all and support the delivery of our 8 Corporate Priorities.</p> <p>There is a specific competency based on “Diversity” which should positively impact all staff and work towards the elimination of discrimination, victimisation and harassment.</p>
<p>Promotion of equality of opportunity?</p>	<p>The Appraisal Guide sets out managers’ and staff responsibilities which should enable implementation. Reference is made to the Corporate Priorities, reflecting Values, Aspirations & Standards of Scottish Borders Council which support the expected behaviours outlined in the competency framework.</p>	

		<p>The specific competency based on “Diversity” promote and strives to maintain a positive culture of respect for all employees, customers, partners & stakeholders feel valued as individuals, can give their best and participate in Services. We embrace the values & benefits of a diverse living and working environment.</p> <p><i>Employees should feel valued as individuals and able to give their best in a safe environment working effectively, competently and confidently. Staff reflect the community and enable our customers & communities to engage in our Services</i></p>
	Foster good relations?	<p>The Appraisal Process with Competency Framework will raise awareness of unacceptable behaviour and will assist the Council in the advancement of equality and diversity, prevention of discrimination for all people who share protected characteristics. The specific competency based on “Diversity” will assist in fostering good relations between different equality groups.</p>

5.	Which groups of people may be impacted (both positively and negatively) if the proposal is advanced?				
	Equality Characteristic	Impact			Description
		No Impact	Possible Positive Impact	Possible Negative Impact	
	Employees (those employed by the Council including full time, part time and temporary)		X		<p>SBC currently employs 5660 staff including teachers during the period January – December 2016. The Appraisal Process with Competency Framework is for all of SBC’s employees. It envisaged that every employee will have undertaken an appraisal within a 12-18 month timescale.</p> <p>No employees will be excluded from the appraisal process; however there is awareness that there is currently an IT infrastructure upgrade due to take place which will enable those who do not have access to IT equipment currently to undertake the new electronic appraisal system. The roll-out of the appraisal process will be delivered around the</p>

				<p>implementation of this IT upgrade as it becomes available.</p> <p>The roll-out will include a communication plan being developed on this basis to all Council staff with initially a pilot, followed by those groups who currently have IT access. The communication plan will follow SBC's guidance that ensures all groups of staff have access and awareness of the new appraisal process.</p> <p>This roll-out plan will include a number of face to face training sessions with Mangers as well as e-learning, a guide to the appraisal and competency framework support is available too.</p>
Age (Older or younger people or a specific age grouping)		X		<p>It is anticipated that the impact will be positive, as the Appraisal Process with Competency Framework and roll-out plan will be delivered to ensure that all of these protected characteristic's will have access and in addition the process will be consistently applied.</p>
Gender (Males, Females, Transgender or Transsexual people)		X		
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		X		
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual		X		
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		<p>The Appraisal Process with Competency Framework will be accessible with regards to facilities and locations. Where requested reasonable adjustments will be made in order to ensure participation in the process.</p>
People with Religious or other Beliefs: different beliefs, customs (including atheists and those with no		X		<p>There are no known negative impacts that would adversely affect people with religious or other beliefs however sensitivity will be practiced when undertaking the appraisal.</p>

aligned belief)				
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6.	Mitigation/Recommendation
Characteristic	Mitigation/Recommendations
All	<p>This is a new appraisal process with a competency framework and at this stage it is anticipated that there will be no negative implications.</p> <p>No employees will be excluded from the appraisal process; however there is awareness that there is currently an IT infrastructure upgrade due to take place which will enable those who do not have access to IT equipment currently to undertake the new electronic appraisal system. The roll-out of the appraisal process will be delivered around the implementation of this IT upgrade as it becomes available.</p> <p><u>Proposed phased roll-out (Autumn)</u></p> <p>Phase 1 Pilot –</p> <ul style="list-style-type: none"> • Identify which management/employees require training • Identify what type of training required • Conduct appraisals with employees • Conduct Review session of pilot and amend, if required <p>Phase 2 employees with IT access –</p> <ul style="list-style-type: none"> • Identify management training • Identify what type of training required • Conduct appraisals with employees <p>Phase 3 employees without IT access – assuming IT access issue is resolved.</p> <ul style="list-style-type: none"> • Identify which management/employees require training • Identify what type of training required • Conduct appraisals with employees • Paper based process manually populated into IT programme (If not resolved) <p>Phase 4 – Review</p>

		<ul style="list-style-type: none"> • The Appraisal Process with Competency Framework roll out and feedback in 12-18 months • Review the training • Collate statistical information on participation <p>A communications plan will be developed with the communications team to:</p> <ul style="list-style-type: none"> • Ensure awareness of the new appraisal system. • Ensure that all communication will follow SBC's guidance that ensures all groups of staff have access and awareness of the new appraisal process. • Ensure all supporting training materials/guidance is available e.g. e-learning and required training <p>Therefore the recommendation is that there is no need for a full equality impact assessment. However as this is a new appraisal process there will be a re-evaluation of its content, delivery and if it has achieved its objectives. It is anticipated that the evaluation is commenced within 12-18 months of adoption/delivery of the appraisal process.</p>
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7.	How certain are you of the answers you have given?	
	Answer	Tick One
	Certain - I have populated the evidence base to support my answers.	X
	Fairly Certain – but don't have concrete evidence to support my answers so would recommend further assessment is conducted if the proposal is progressed.	

EIA Completed By			
Name	Post	Service Area.	Date(s)
Erick Ullrich Mark Williamson Simone Doyle	Organisational Development Manager Organisational Development Advisor Equality & Diversity Officer (HR)	Human Resources Human Resources Human Resources	15 August 2017

EIA Signed Off By			
Name	Signature	Role	Date
Clair Hepburn	Clair Hepburn	Human Resources Service Director	15 August 2017