Non-protected

Equality impact assessment



# Name of programme: Human Resource Information System (HRIS)

## Introduction

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| Lead officer | Karina Robertson, HR Business Partner |
| Others involved in the assessment | Alison Chapman, L&D Administrator |
| Date(s) of assessment | March 2016 |

## Description of programme

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| Background | **sport**scotland’s current HR and Payroll system provider will no longer be able to provide helpdesk support after summer 2016. **sport**scotland has therefore chosen to evaluate the options available to improve HR and Payroll processes and management information.  Integral to the evaluation is the need to make further efficiencies to meet forecast financial challenges and mitigate the impact on front line services. The current system is also administratively cumbersome.  The aim is to have an HR & Payroll solution that:   * enables a more proactive and targeted approach to key strategic workforce issues such as absence management, learning and development, productivity improvement, workforce planning and organisation design; * provides managers with access to real-time information from the single source of the truth\* on their workforce, and enables them review and qualify transactions on-line   (\* solution needs to be integrated and not use lots of different components from different providers);   * provides employee self-service through automated workflow, is easy to use, and is accessible at any time through devices that are appropriate to **sport**scotland’s employees’ working environment; * provides efficient processes through effective integrations with operational systems to eliminate duplicate data entry and manual forms; * can support the aims of the Equality Act 2010 and **sport**scotland’s need to meet both the general and specific (Scotland) duties; * is clearly costed so that new releases and upgrades of the software are included in the price rather than being chargeable as extras.   Some of the headline issues are the need to:   * create a smooth transition between software providers * deliver to fixed timescales * provide a high quality service with improved business processes, especially administrative * offer a timeous service * improve reporting to meet legal requirements e.g. Equalities, Carbon Management |
| Purpose and outcomes | The purpose of the project is to have in place a people management and payroll system that enables **sport**scotland to manage its people processes efficiently and effectively and provide accurate management information to assist the business with workforce planning. |
| How it links to **sport**scotland corporate and business plans | **Business plan**  The activities in this project are included in the ‘Our Organisation (Smarter – People Management)’ section of our organisation portfolio.  The People Management project aims to effectively support all HR processes throughout the employee life cycle, from point of recruitment, through induction, engagement, deployment and exit management. |
| How we intend to implement the programme | The table below provides a high-level overview of how we intend to implement the HRIS project during the implementation phase:   | **Activity** | **Brief description** | **Responsibility** | | --- | --- | --- | | **Project initiation** | The process through which typically project activities are undertaken. This may include, for example:   * Resource mobilisation * Definition of roles and responsibilities (Inc., vendor and **sport**scotland) * Sign-off on contractual documents * Agree on the implementation plan (Inc., all staggered phases, timelines, effort, etc.) | * Vendor in co-ordination with representatives from **sport**scotland (IT, HR and Payroll) | | **Clarification of requirements** | The process through which a thorough and detailed understanding of the business needs is captured. Factors that are likely to be examined during this activity include obtaining and in-depth understanding of, for example:   * Eligibility criteria for different processes * Formulas and calculations * Processes and policies * Approval requirements * Reporting requirements * Integration requirements * Self-service requirements * IT infrastructure e.g., server size, database size, fall-back mechanism | * Vendor in co-ordination with representatives from the **sport**scotland (IT, HR and Payroll) | | **Detailed solution design** | The process through which a complete description of the system configuration and how all components, mentioned above, fit together. Involves converting the functional, informational and IT requirements previously identified into a unified design specification which developers later on use to script programs during the build phase  The document will ultimately describe what the system will look like and may be a key audit requirement | * Vendor in co-ordination with representatives from **sport**scotland (IT, HR and Payroll) * Vendor – primarily responsible for putting together the blueprint/system design document * **sport**scotland – appropriate individuals will need to sign-off the blueprint/system design document | | **Build** | The process through which the approved system design is constructed and executed. Key activities include, for example:   * System configuration * Interface, report and workflow configuration * Data migration. This includes:   + - Data extraction     - Data cleansing     - Data mapping     - Data conversion | * Vendor in co-ordination with representatives from **sport**scotland (IT, HR and Payroll) * Vendor – primarily responsible for this activity * Vendor – expected to extract all data from the existing systems and to put this in a readable format for **sport**scotland * **sport**scotland – primarily responsible for the data cleansing activity | | **Testing** | The process through which the system or an element of the system is evaluated to ensure compliance with a set of specified requirements and ultimately inclusion of expected functionality that meets both the organisational and end-user requirements. Key types of testing include, for example:   * Unit testing * System Integration Testing (‘SIT’) * User acceptance testing (‘UAT’) * Penetration testing * Parallel running | * Vendor in co-ordination with representatives from **sport**scotland (IT, HR and Payroll) * If an appropriate third party security assessment is not available independent penetration testing will be arranged by **sport**scotlan**d** to identify any vulnerabilities | | **Training** | The process through which selected individuals are trained to carry out key activities throughout the implementation of the new solution. Key activities include, for example:   * Data extraction and cleansing * Use of self-service and the new solution   Methods could include, for example:   * Train-the-trainer * Operator/user training * Management training (Manager) * Classroom training and evaluation * Shadowing * User instruction (covering all steps) | * Vendor in co-ordination with representatives from **sport**scotland (IT, HR and Payroll) * Vendor – responsible for developing a training plan/strategy, as well as preparing training material, delivering all training sessions, etc. * Vendor – provide on-site, customised training sessions depending on categories of employees * **sport**scotland – primarily tasked with identifying suitable candidates, checking availability of individuals, identifying the needs of specific individuals i.e., the needs of an IT employee may be different from an HR or Payroll employee, etc. | | **Transition – ‘go-live’** | The migration from the test to the live environment, and ultimately delivery of the new solution into production.  It is likely that a phased/staggered approach will take place during this phase. | * Vendor –responsible for all implementation tasks and supporting the Exit Plan with the incumbent (i.e., parallel running) * Vendor – expected to develop a transition plan with **sport**scotland representatives and the incumbent supplier * **sport**scotland – primarily responsible for ensuring that all service introduction tasks are completed prior to go-live * Services – primarily tasked with ensuring that all training needs have been met prior to go-live of all phases | |

## Who programme is likely to impact on and how

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| Who will the programme benefit (i.e. who is the customer?) If applicable, you should consider how **sport**scotland’s investment is spent in the context of this programme. | The HRIS project will benefit internal and external stakeholders:  **Internal stakeholders**  Internally, the senior management team (SMT), Leadership Group and Managers will be able to use management information to make better informed decisions about the **sport**scotland workforce.  All staff will be able to access and update personal information via their computer, tablet or mobile phone. All processes (where possible) will move to an electronic platform which will remove the current administrative burden.  **External stakeholders**  Scottish Governing Bodies of Sport  Looking externally, as **sport**scotland is the payroll agent for 41 Scottish Governing Bodies of Sport, all staff belonging to Governing Bodies will get their monthly pay slip sent to them electronically instead of via Royal Mail making the process speedier, less administratively cumbersome and saving the organisation money. It is anticipated the larger governing bodies may be interested in moving their HR/payroll process on-line and this will investigated as a further phase of this project, if necessary.  Job applicants  Potential job applicants will also be customers as recruitment will be electronic (e-recruitment), as it is presently with our current provider. All vacancies will be advertised and applied for via the e-recruitment site. All correspondence with job applicants will also be via the e-recruitment site. |
| Is it designed to impact on one/some/all people who share a protected characteristic? How? | The project does not focus on any specific protected characteristics/equality groups protected under the Equality Act 2010. |
| How have customers been involved in the development and roll out of the programme?  If no involvement mechanism, how will customer needs be identified and addressed? | The HRIS Steering Group has been involved in assessing the customer needs and will be responsible for developing the project and rolling it out. The HRIS Steering Group involves key people around the business including Head of HR, Head of Finance, Financial Accountant, Payroll Manager, ICT Software Developer, L&D Business Partner and HR Business Partner (Project Lead).  There has been consultation with the Leadership Group, Staff Engagement Forum, line managers and also teams.  After iTrent has been fully implemented into **sport**scotland, a strategy for consulting with the SGBs in terms of them possibility utilising iTrent employee self-service functionality that may be available to them. This likely to take place in 2018. |
| Which partners will be involved in the development and roll out of the programme and how? | **sport**scotland (HRIS Steering Group and other relevant parties, if applicable,) will closely partner with the HRIS preferred supplier once the legal contracts have been signed. Members of the HRIS Steering Group and other relevant parties, if applicable, will be part of a series of planned meetings with the HRIS preferred supplier to ensure all customer needs are met where possible and a communication and training strategy will be developed.  After iTrent has been fully implemented into **sport**scotland, a strategy for consulting with the SGBs in terms of them possibility utilising iTrent employee self-service functionality that may be available to them. This likely to take place in 2018. |

## Think about the impact the programme/practice will have on eliminating discrimination, promoting equality of opportunity and fostering good relations between different groups. Also consider whether there is potential for discrimination.

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| Protected characteristic | What do we know about this group in the context of this programme?[[1]](#footnote-1) | What is the potential impact (positive, neutral and negative) on people who share the characteristic? | What could we do to reduce any negative impacts, maximise positive impacts and ensure quality information?  What further evidence should we collect? |
| Age | **Internal Stakeholders**  **sport**scotland’s 2015-16 diversity and equality monitoring survey reported that 86% of **sport**scotland’s staff were between the ages of 25 and 54, with relatively less representation from younger and older people, when compared with the overall population.   |  |  | | --- | --- | |  | **sport**scotland | | 16-24 | 3% | | 25-34 | 32% | | 35-44 | 30% | | 45-54 | 24% | | 55-64 | 9% | | Prefer not to say | 2% |   (total response n=219)  **sport**scotland’s staff profile is over representative within the younger age profiles when compared to the Scottish population.**External Stakeholders**  Governing Bodies  Unfortunately, the current HRIS does not allow easy reporting on the age demographic of all governing body staff.  Job Applicants  No data available from job applicants however the National Records Scotland’s mid-year population estimates for 2015 reports the following national breakdown by age:   |  |  | | --- | --- | |  | **Scotland** | | 0-15 | 17% | | 16-29 | 18% | | 30-44 | 19% | | 45-59 | 22% | | 60-74 | 16% | | 75+ | 8% |   A literature review supports the idea that adults are very capable of learning into their later years. However, as one gets older, reliance on prior experiences plays a more significant role in how they learn. The differences are subtle.  CAVANAUGH, J.C., BLANCHARD-FIELDS, F. (2002). *Adult development and aging*.  DRAVES, W.A. (1984). *How to teach adults*. | **Internal Stakeholders**  The majority of job roles at **sport**scotland require computer literacy. There may be an impact on people who are in their ‘older years’ who prefer not to use computer equipment or develop their digital skills as often as others younger people in the organisation.  **External Stakeholders**  Governing Bodies  There may be an impact on governing bodies’ staff who are in their ‘older years’ and do not have an e-mail address in order to access their electronic pay slip when the new HRIS is implemented.  Job Applicants  There may be an impact on job applicants who are in their ‘older years’ who are not sufficiently IT literate to use the e-recruitment system. | **Internal Stakeholders**  For more complicated processes e.g. line manager responsibilities linked to the HRIS, HRIS training will be delivered face to face with supplementary support and/or learning provided through online webinars/e-help. This approach should mitigate any impact of the programme on people due to age. IT skills for all staff will be developed.  **External Stakeholders**  Governing Bodies  Staff who are unable to create/access an e-mail account will be able to request that their pay slip still be sent out in the Royal Mail. Requests should be made to the Payroll Manager.  Job Applicants  **sport**scotland will continue to accept hand written job application forms. Job applicants will need to contact the HR Team to send out the relevant job application form as this is normally accessed via the e-recruitment site.  This will be communicated via the job advert and the **sport**scotland recruitment site. |
| Disability | **Internal Stakeholders**  From **sport**scotland’s 2015-16 equality monitoring survey **sport**scotland staff were asked if they regarded themselves to have a disability, in relation to the definition of disability in the Equality Act 20101:  4% of respondents to the survey regarded themselves as having a disability (total response n=219)  Of the 4% of staff that answered ‘yes’, the nature of the disabilities specified by **sport**scotland’s workforce is outlined below:   * Blindness or partial sight loss * Hard or hearing e.g. partially deaf * Long term illness, disease or condition * Physical disability * Other condition   A comparison with the Census data indicates a significantly lower representation of disabled people within **sport**scotland’s workforce.  1 *The Equality Act 2010 defines disability in the following way: "A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities".*  **External Stakeholders**  Governing Bodies  Unfortunately, the current HRIS does not allow easy reporting on the number of all governing body staff with a disability.  Job Applicants  In the 2011 Census, 20% of people stated their day-to-day activities were limited due to a health problem or disability. For those of working age (16 to 64), this figure changed to 15%. | **All stakeholders**  **Visual Impairment**  There may be an impact on people with a visual impairment with the new HRIS (moving all processes to an electronic platform) and training materials not meeting their specific needs.  **Learning Difficulty / Disability**  Although no staff through the **sport**scotland Equality Monitoring 2015 identified as having a learning difficulty / disability that does not mean customers do not or will not exist with learning difficulties / disability in the future. There may be a potential impact for people with a learning difficulty / disability if training materials do not meet their specific needs.  **Internal stakeholders**  **Hearing Impairment**  There may be a potential impact for people with a hearing impairment if the training environment does not meet their specific needs.  **Physical Impairment**  Depending on the physical impairment, there may be a potential impact for people with a physical impairment in terms of using the HRIS and training not meeting their specific needs. | **Internal Stakeholders**  **sport**scotland will adhere to requests to receive adaptions to their HRIS access and training materials in a different format, for example, in large print on a hard copy. Requests should be made to a member of the Human Resources Team.  Before training takes place staff will be asked if they have any specific needs to be accommodated – this will take the form of a standard statement.  Staff should also be advised before any training that Glasgow, Edinburgh and Stirling offices have portable induction loop if needed.  The internal HRIS training evaluation will include a question asking people how the training delivery/materials could be improved to help overcome any barriers they face.  **External Stakeholders**  Governing Bodies  Staff will be able to request that their pay slip still be sent out in the Royal Mail. Requests should be made to the Payroll Manager.  Job Applicants  **sport**scotland will continue to accept hand written job application forms. Job applicants will need to contact the HR Team to send out the relevant job application form as this is normally accessed via the e-recruitment site. |
| Gender reassignment | **Internal Stakeholders**  The 2015-16 equality monitoring survey asked **sport**scotland staff whether they have ever identified as transgender.  98.6% of respondents answered ‘no’ to this question, with the remaining 1.4% of respondents answering ‘prefer not to say’ (total respondents n=219).  **External Stakeholders**  Governing Bodies  Unfortunately, the current HRIS does not allow easy reporting on the whether governing body staff have ever identified as transgender.  Job Applicants  No data available | There is a neutral impact on this protected characteristic. | N/A |
| Race | **Internal Stakeholders**  The 2015-16 equality monitoring survey asked staff to identify which ethnic group they identified with most. 59% of respondents identified themselves as White Scottish and 34% identified themselves as White British.  No respondents ticked an option that was not ‘White’ or ‘Prefer not to answer’.   |  |  | | --- | --- | |  | **sport**scotland | | White Scottish | 59% | | White British | 34% | | White Irish | 1% | | White Other | 3% | | Prefer not to answer | 2% |   (total respondents n=219)  This is a significant variance from the general population.  **External Stakeholders**  Governing Bodies  Unfortunately, the current HRIS does not allow easy reporting on the race demographic of all governing body staff.  Job Applicants   |  |  | | --- | --- | |  | **Scotland** | | White Scottish | 84% | | White British | 7.9% | | White Irish | 1% | | White Other | 1% | | Any other Mixed Background | 0.4% | | All other groups *(Groups that no respondent in* ***sport****scotland chose)* | 5.7% |   Data from the 2011 Scottish Census regarding self-declared proficiency in English showed:   * 0.2% of the population could not speak English at all (11,412) * 1.2% of the population could not speak the language well (62,128) | **Internal Stakeholders**  There is a neutral impact on this protected characteristic.  **External Stakeholders**  Governing Bodies  There may be a potential impact on governing body staff who speak languages other than English when communication around changes to their current process goes out.  Job Applicants  There may be a potential impact on job applicants who speak languages other than English if the information published on the e-recruitment side of HRIS does not meet their specific language needs. | **All stakeholders**  We will use plain English and avoid the use of jargon. We will ensure that digital content is accessible and standards compliant to allow online translation services to parse the content and deliver auto translations.  We will respond to any translation request from users of our e-recruitment system and consider any additional information needs. |
| Religion or belief | **Internal Stakeholders**  From **sport**scotland’s 2015-16 equality monitoring survey, staff were asked what religion or belief they identified with. The data showed:   |  |  | | --- | --- | |  | **sport**scotland | | None | 44.8% | | Church of Scotland | 31.1% | | Roman Catholic | 12.3% | | Other Christian | 5.9% | | Prefer not to answer | 3.7% | | Other Religion or Belief | 1.8% | | Buddhist | 0.5% |   (total respondents n=219)  **External Stakeholders**  Governing Bodies  Unfortunately, the current HRIS does not allow easy reporting on the religion or beliefs of all governing body staff.  Job Applicants   |  |  | | --- | --- | |  | **Scotland** | | No religion | 36.7% | | Church of Scotland | 32.4% | | Roman Catholic | 15.9% | | Religion not stated | 7.0% | | Other Christian | 5.5% | | Muslim | 1.4% | | Hindu | 0.3% | | Other religion | 0.3% | | Buddhist | 0.2% | | Sikh | 0.2% | | Jewish | 0.1% | | There is a neutral impact on this protected characteristic. | N/A |
| Sex | **Internal Stakeholders**  The2015-16 equality monitoring survey asked employees how they identify themselves in terms of sex. 48.9% of respondents answered male and 49.8% answered female. 1.4% answered ‘prefer not to say’ (total respondents n=219)  **External Stakeholders**  Governing Bodies  The total number of employees within the Governing Bodies as at 14th March 2017 was 680. 51.2% are male and 48.8%  Job Applicants  The total population of Scotland is 49% male and 51% female. | There is a neutral impact on this protected characteristic. | N/A |
| Sexual orientation | **Internal Stakeholders**  The 2015-16 equality monitoring survey asked employees to best describe their sexual orientation with 91.3% identifying themselves as heterosexual and 5.5% describing themselves as lesbian, gay or bisexual (LGB). 3.2% of respondents preferred not to answer the question (total response n=219)  **External Stakeholders**  Governing Bodies  As sportscotland is only a payroll bureaux for Governing Bodies, sportscotland does not collect this information.  Job Applicants  Stonewall Scotland estimates that between 5% and 7% of the population is gay, lesbian, or bisexual. | There is a neutral impact on this protected characteristic. | N/A |
| Pregnancy and maternity\* | **Internal Stakeholders**  From current HR data (March 2017) 13 employees are currently on maternity leave.  **External Stakeholders**  Governing Bodies  There are two governing body staff members currently on maternity leave.  Job Applicants  No data available | **Internal Stakeholders**  There may be a potential impact on people on maternity leave if HRIS communication (and training) does not reach these individuals. This also applies to partners on paternity leave and shared parental leave. | **Internal Stakeholders**  Through **sport**scotland’s internal performance development review process individual staff are responsible for identifying and sharing their own learning and development needs, on an on-going basis with their line manager. The individual’s line manager would support access to identified training to people on maternity leave however ultimate responsibility rests with the individual.  Within this process face to face training opportunities would be available and the HR team will provide support as and when necessary. This approach should mitigate the possible impact of the programme on people on maternity leave.  The learning and development and family friendly policy EQIA may need updated to outline the responsibility of access to face to face training for people on maternity leave. |
| Marriage/civil partnerships\* | **Internal Stakeholders**  From **sport**scotland’s 2015-16 equality monitoring survey, marital status of **sport**scotland staff is as follows:   |  |  | | --- | --- | |  | **Scotland** | | Married / Civil partnership | 55% | | Single | 22% | | Partnership | 16% | | Separated / Divorced | 4% | | Widowed | 1% | | Prefer not to say | 2% |   (total response n=219)  **External Stakeholders**  Governing Bodies  Unfortunately, the current HRIS does not allow easy reporting on the whether governing body staff are married or in a civil partnership.  Job Applicants   |  |  | | --- | --- | |  | **sport**scotland | | Married / Civil partnership | 45% | | Single | 35% | | Separated / Divorced | 11% | | Widowed | 8% | | Prefer not to say | 1% | | There is a neutral impact on this protected characteristic. | N/A |
| Socio-economic disadvantage | **Internal Stakeholders**  No data available  **External Stakeholders**  No data available |  |  |
| Looked after children | N/A |  |  |

\*where programme is HR related

## Who will be consulted internally on this EQIA?

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| Head of Human Resources  Director of Corporate Services  Corporate Services Heads |

## Who will be consulted externally on this EQIA?

In planning external consultation please refer to the guidance on page five and speak to the strategic planning team for advice and support. It may be that there are several EQIAs that require external consultation at the same time and it is important this is coordinated.

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| N/A |

## What recommended steps should we take to improve the programme and monitor its equality impact?

In developing an action plan, project leads should balance how to maximise the positive impact of the programme or practice on all people who share the protected characteristics, with the requirement to maximise the core outcomes of the programme/practice (i.e. recommendations should be proportional and relevant.) The assessment should take steps to embed ways of monitoring the ongoing impact of the programme and practice.

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| Action | Responsibility | Timeline |
| Training resources will state they are available in different formats if required (e.g. hard copy / large print) | Alison Chapman | In line with project plan (timeline to be agreed once legal documents are signed). |
| The e-recruitment side of HRIS will be appraised to ensure it is accessible and standards compliant to allow online translation services to parse the content and deliver auto translations. | Karina Robertson | In line with project plan (timeline to be agreed once legal documents are signed). |
| The internal training evaluation will include a question asking people what they feel could be improved about the training delivery/materials to help overcome any barriers they face. | Alison Chapman | In line with project plan (timeline to be agreed once legal documents are signed). |
| Draft a standard statement to be included in the HRIS training email invite asking if staff have any specific needs to be accommodated and to advise that the Glasgow, Edinburgh and Stirling offices have portable induction loops if needed. | Alison Chapman | In line with project plan (timeline to be agreed once legal documents are signed). |
| The learning and development, and family friendly policy EQIAs should be updated to include responsibility for face to face training for people on maternity leave. | Claire Blakeley and Stan Holden | TBC |

## Sign off

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| Assessment signed off by: | Senior management team |
| Sign off date: | 4April 2017 |

1. Best practice would involve gathering evidence through internal and external consultation. [↑](#footnote-ref-1)