

# Equality Impact Assessment.

## Human Resources function.

### Section 1

#### Introduction, parameters and background detail

Introduction.

This EIA focuses on Dale & Valley Homes Human Resources function as prescribed by the specific duties. Human Resource (HR) plays a key role in developing and maintaining good equality practice within Dale & Valley Homes. HR recruits and selects staff, ensures training is in place for all staff to enable them to carry out their tasks at an appropriate and professional level, ensure staff are able to have a work/life balance, ensure staff receive regular feedback on their performance and help develop their performance, ensure staff have equality of opportunity for promotion and professional development, ensure staff work in an environment free from harassment and bullying and to ensure staff have recourse to raise concerns about the working environment without victimisation.

As such it has particular specific duties placed on it by the Race Relations Act (2001), these are also echoed by the Disability Discrimination Act and Gender Act. In addition the Equalities Act for Public bodies (2006) also places the responsibility on D&VH to ensure that age, sexuality, religion and/or belief should be treated with similar importance and sensitivity when equality impact assessing services and functions.

The driving force behind this equalities impact assessment is to identify and treat any indirect discrimination. Indirect discrimination occurs when a rule or condition which is applied equally to everyone:

- Can not be met by a considerably smaller proportion of people from a particular group
- is to the disadvantage of that group; and
- cannot be justified.

This is further bolstered by Statutory Instrument no.2660 (Indirect Discrimination and Burden of Proof Regulations 2001) which give guidance on how to interpret indirect discrimination, this guidance points to the fact that in addition to 'provision and criteria', 'practice' also has to be included in determining indirect discrimination. In short, simply having good policies is insufficient and that it is **the practice** of the organisation that is open to analysis and criticism. Good policies should in fact lead to good practice, pointing to clear and inclusive outcomes that can be verifiably tested.

## Meeting the General Duties

It is a statutory requirement on D&VH to meet 'general duties' outlined in equalities legislation. This means that it has to highlight which duties are relevant to HR function and provide evidence to show how it is meeting these duties. The duties themselves are the fundamental corner stones of equalities legislation.

The duties relevant to HR function are:

Race:

- eliminate unlawful racial discrimination;
- promote equality of opportunity;
- promote good relations between people of different racial groups.

Disability:

- promote equality of opportunity between disabled persons and other persons
- eliminate discrimination that is unlawful under the Act
- eliminate harassment of disabled persons that is related to their disabilities
- promote positive attitudes towards disabled persons
- encourage participation by disabled persons in public life; and
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Gender:

- Eliminate unlawful discrimination and harassment on the grounds of sex and transgender
- Promote equality of opportunity between women and men.
- Not to discriminate on the grounds of marital status

Age, Sexuality, Religion and/or Belief;

- Eliminate direct discrimination
- Eliminate Indirect discrimination
- Eliminate Harassment
- Eliminate Victimisation

The specific duties.

All public bodies from 2006 have to demonstrate how the functions they carry out meet the general duties. In order to help demonstrate this 'specific duties' are detailed in the codes of practice. HR functions have their own specific duties, they are:

*(2) It shall be the duty of such [an organisation] to monitor, by reference to the [strand] groups to which [people] belong,*

*(a) the numbers of –*

- (i) Staff in post, and*
  - (ii) Applicants for*
    - employment,*
    - training*
    - and promotion,*
- from each such group, and*

*(b) where that[organisation] has 150 or more full-time staff, the numbers of staff from each such group who -*

- (i) receive training;*
- (ii) benefit or suffer detriment as a result of its performance assessment procedures;*
- (iii) are involved in grievance procedures;*
- (iv) are the subject of disciplinary procedures; or*
- (v) cease employment with that person.*

*(3) Such a person shall publish annually the results of its monitoring under paragraph (2).*

Dale an Valley homes as an employer has currently 69 employees, as such must meet criteria 2(a) (i) (ii) and (3)

As an organisation striving for 'excellence' both with the Audit Commission and as 'excellent' within the Equality Framework for Local Government, Dale & Valley Homes must also set its sights on meeting 2(b) within the very near future. Dale & Valley Homes also needs to develop an EIA schedule that can examine key HR policies individually.

### **Problems that particular groups and people may face.**

In order for us to demonstrate we are meeting the general duties in carrying out the HR function it is important to identify the types of barrier/s people face

#### **Gender:**

In the work place barriers present themselves differently to both men and women.

**For women;** statistically shown to be the 'carers' in society, inflexible working hours can present as a barrier to work and progressing careers. In addition; only being offered 'part-time' work because of need for flexibility, thus excluding women from full time posts and career development.

Nationally women are paid 1/3 less than men are often found in the lower rungs of the career ladder and are often paid less for doing work of equal value.

Women may also face sexual harassment in the work place as well as stereotypes and misogyny as to their skills and abilities due to 'machismic' working environments.

Women may also face non selection for employment/promotion and 'unfair' selection for redundancy due to being of child bearing age or pregnant.

Women may also be overlooked for training and career development and can be sidelined in to 'gender specific' or perceived 'softer roles' (admin/HR as opposed to finance /engineering)

**For men**, barriers can present as unable to take flexible working hours and hours that would create a better 'work life balance'.

Machismo culture, this can make it more difficult for men to take on a caring role.

### **Race:**

Barriers can be presented at application and interview level.

Within the work place minority workers can suffer prejudice based on stereotypes which can result in offensive and harassing behaviour towards them.

Majority staff can apply different and unfair standards on minority workers, this can result in failure to promote and recognise good work, to the over use of disciplinary and negative marking in personal performance meetings.

Minority workers can face over expectation to conform and can feel isolated in a low BME populated workforce.

### **Disability:**

Barriers can be present both at application stage and interview. Barriers can be physical but also expecting a certain 'schooling/career' pattern in the application form process.

Within the workplace disabled people can often be the victim of abuse and isolation. This can take many forms from 'hostility' to 'pity'.

The physical environment may need adaptation and little incentive from the employer and other employees to take on such adaptations; this can include minor changes to work procedures.

Employers see disabled employees as 'fire proof' so refuse to employ in case their performance is not up to the required standard ,even taking 'reasonable adjustment' in to consideration.

Many employers and workforce unable to understand 'mental health' needs, resulting in bullying and exclusion.

Many employers/companies do not project positive and capable images of disabled people, this however assumes that a disability is visible and this is often not the case.

Many workers who become disabled are fearful of revealing this in case they are treated unfavourably and/or lose their employment.

Disabled people in the workforce may be fearful of speaking up against poor treatment in case they lose employment.

Many employers and workforce unaware of how to work alongside and integrate disabled workforce in a successful way

Isolation in the workforce

### **Sexuality**

The majority of the population is heterosexual. 5-7% of the population are gay, lesbian or bisexual.

Barriers that present themselves are fear of harassment/bullying, exclusion from promotion and ostracisation.

### **Religion.**

Barriers that present are ignorance of others' faith and beliefs, fear that people of differing faith will overtly clash with the 'majority view'. This may result in harassment/bullying and exclusion from training, development and promotion as well as other organisational events, either through purposeful planning or ignorance of significant days.

### **Age:**

Younger people in workforce not being valued and properly developed to their full potential.

Older people being denied training and career development opportunities

Stereotypes and jokes about older people being readily accepted as harmless banter in the workforce.

Age not being valued as a bringer of wisdom.

### **Transgender.**

Barriers for transgender people are:

- Inability to declare their identity for fear of ridicule and bullying.
- Employers unlikely to recruit for fear of 'client back lash'
- Employers breaching confidentiality.
- Employers being ignorant off and unable to support the 'transition' process when asked to.

## Section 2. Staff profile

### Evidence of disproportion?

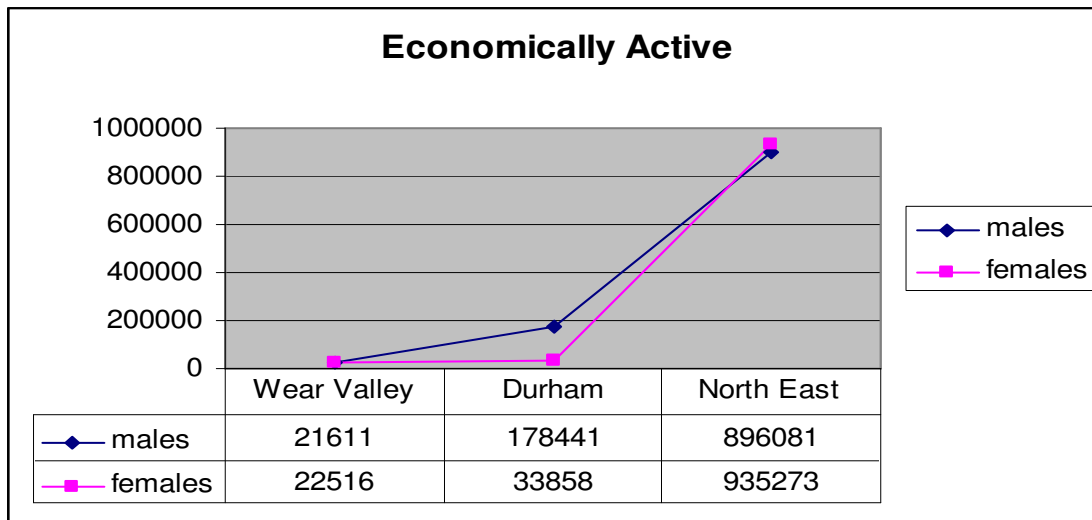
#### Gender profile:

Table A (below) shows the gender profile of England, North East, Durham and Wear Valley, in each geographic area females outnumber males. When we look at 'economically active' people by gender (Graph A) we can see that in the Durham area more males are economically active than females, however, in the North East as a region females are more economically active by a small percentage than males.

**Table A**

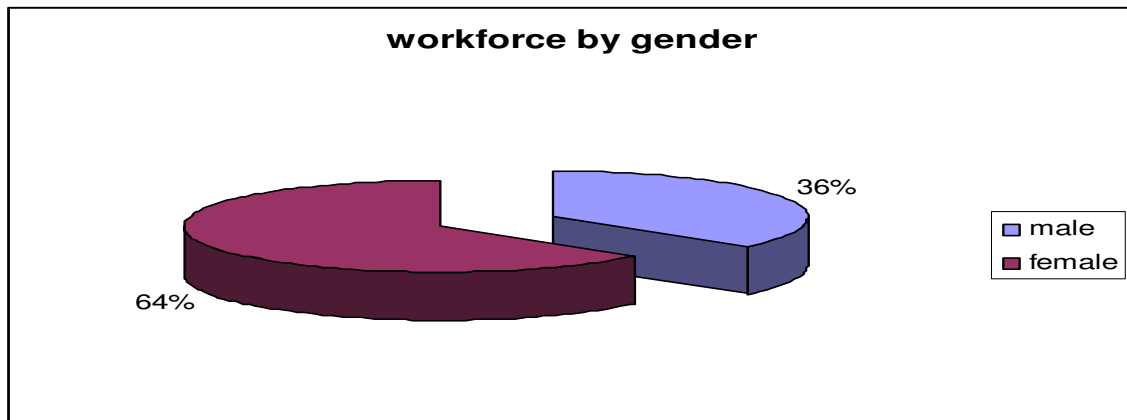
	Wear Valley	Durham	North East	England
Population - All	61339	493470	2515442	49138831
Males	29433	239908	1218579	23922144
Females	31906	253562	1296863	25216687

**Graph A**



However, when the current staff profile is examined one can see (graph B) that females are nearly double males in the workforce.

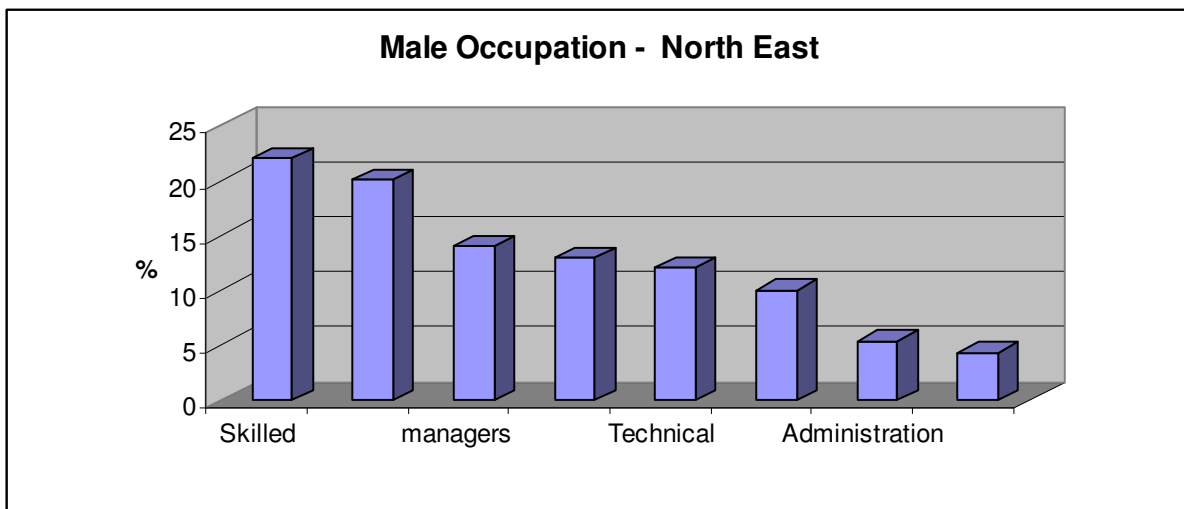
Graph B



Disproportion is evident. However the majority of DVH work being administrative/customer services means that it will attract more female than males. Graph C (below) shows male occupations in the north east (as a % of male workers). The graph clearly illustrates that administrative work is low in terms of male occupation. As such it is unsurprising to see Dale and Valley Homes with a disproportionate female workforce.

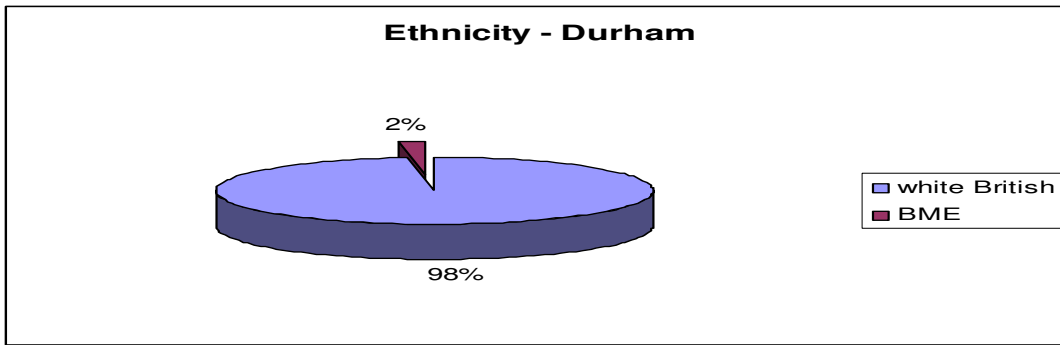
Dale and Valley homes needs to ensure that during recruitment it is made clear men can also apply for administrative work and monitor this accordingly.

Graph C



### Black Minority Ethnic (BME)

Census data shows that the BME population is extremely small in the North East. In Wear Valley it is less than 1% of the population.



Dale and Valley Home worker profile indicates currently 1 BAME worker out of 69 employees. This represents 1.4% of the workforce and is more than reflective of the local community that we serve. However, D&VH recognises that it falls short of the 2% for the North East. By comparison England has 13% BAME profile.

### Disability

D&VH carried out a disability audit of its staff to ascertain the support needs of those who consider that they are disabled, in doing so a definition of disability was included and this covered the notion of 'limiting long term illnesses.'

Limiting long term illness amongst those of working age (see table below) is higher in the North East than in England generally.

People of working age with limiting long term illness				
	Wear Valley	Durham	North East	England
Number	7132	60133	275183	4014005
%	19.41%	19.76%	17.94	13.29%

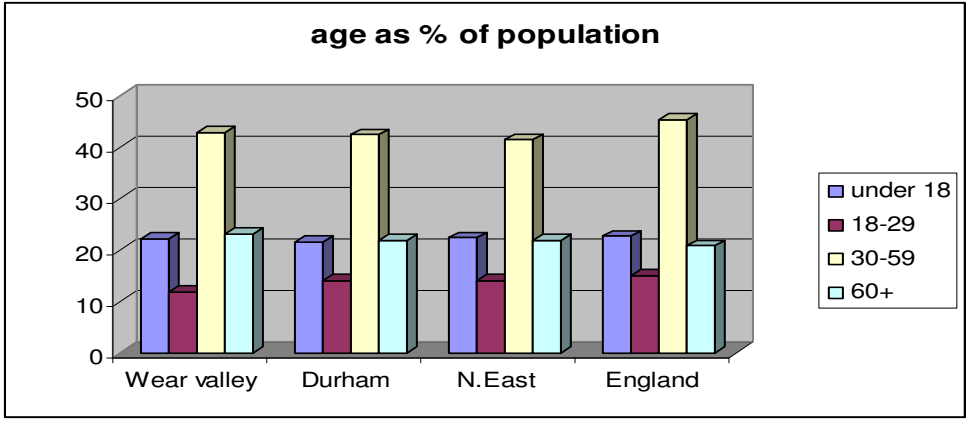
According to the 2001 Census 61.4% of people in the North East are economically active and if this % is applied to the above figures 12% of those people with limiting long term illness are economically active.

In looking at D&VH staff profile 6 members of staff categorised themselves as disabled. This represents 8.9% and is unreflective of the higher rates in the local area.

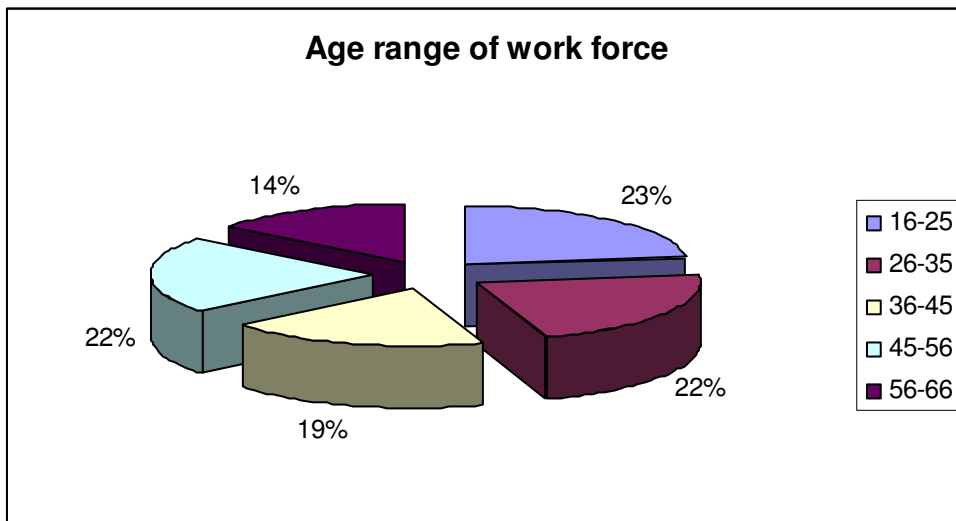
The Company has recently been awarded the double tick symbol "positive about disability" from the employment service. The Company also has a good relationship with the Disability Employment Advisor and the Action for Work team.

### Age

The age range of the local areas and of England are all showing an 'older' society bulging in the middle age ranges



D&VH has a typical work force age profile.



**Sexuality, Religion and/ or belief.**

Dale & Valley Homes has no workforce profile concerning these issues, therefore is unable to identify any disproportionality.

### Section 3

- (a) the numbers of –
- (ii) Applicants for
- employment,
  - training
  - and promotion,
- from each such group,

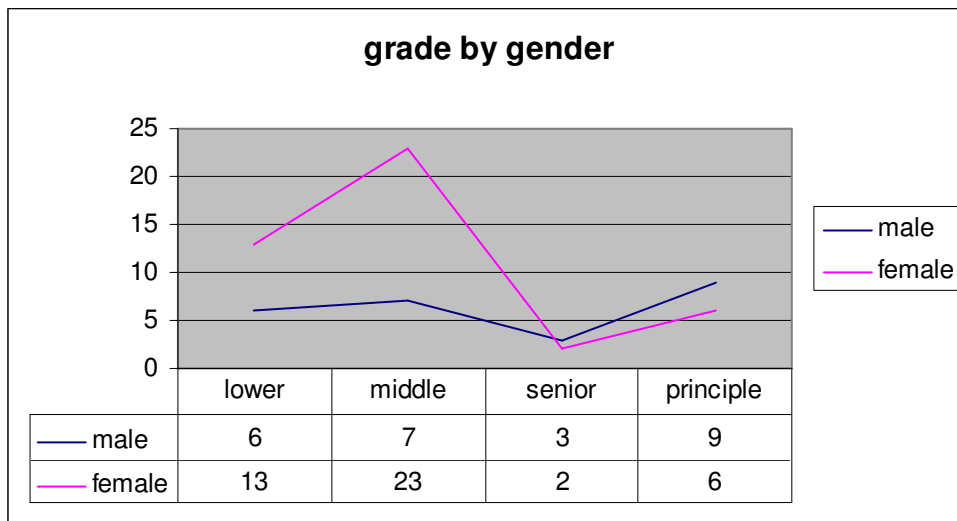
#### Applicants for employment & promotion

Over the last 12 months 7 posts have been advertised both internally and externally.

75 people applied for the positions, of which 73 where white English and 2 where BAME. No disabled applicants. 45 applicants were female and 30 male.

Of the 7 posts, 5 were filled (2 still in process). The successful candidates were 2 females and 3 males. All successful candidates were white English.

The chart below shows the breakdown of all posts by gender. Whilst females out number males, especially in middle management ranks, when it comes to the most senior grades males over take the females. This cross over relationship needs further examination.



#### Applicants for Training.

D&VH constantly offers training for the professional development of all staff, Equality training is mandatory for all staff.

Over the last 12 months, 12 members of staff have accessed or continued with degree/masters courses supported by D&VH. Of this group 1 male, 11 female. 11 of the group are white English and 1 is BAME,

In addition D&VH have provided 108 training days accessed by 30 staff across all grades. Of these staff, 24 were female and 6 male. Of the 30, 2 where disabled.

## Section 4. Developing our profile

*(b) where that[organisation] **has 150** or more full-time staff, the numbers of staff from each such group who -*

- (i) receive training;*
- (ii) benefit or suffer detriment as a result of its performance assessment procedures;*
- (iii) are involved in grievance procedures;*
- (iv) are the subject of disciplinary procedures; or*
- (v) cease employment with that person.*

Developing our staff profile:

Currently D&VH has no accurate way of collecting data that would enable an analysis of the above criteria. Staff are responsible for updating their own records on the training database but it is clear that all data are not recorded



## Section 5 Action plan

What disproportionality has been identified?	How will you address it	What outcome do you expect to see	How will you monitor this?	How will you evaluate this?	Who will be responsible for making sure this happens?	What time scales are you working to?	Are there resource implications?
<b><u>Gender.</u></b>							
The workforce has nearly twice females to male ratio.	<p>Monitor applications, ensure advertising is gender neutral</p> <p>Challenge 'female stereotype' by ensuring male images of admin/customer services roles in newsletters etc</p> <p>Collect contractor worker profile and test for 'gender specific roles'</p>	<p>Attracting more balanced pool of applicants.</p> <p>Attracting more mail applicants to underrepresented areas.</p> <p>Data to show whether or not there are disparities amongst Contractors' workforce.</p>	<p>Analyse data quarterly.</p> <p>"</p> <p>"</p>	<p>Compare results with workforce profile.</p> <p>"</p> <p>"</p>	<p>HR Manager</p> <p>"</p> <p>HR Manager</p> <p>AD Property Services</p> <p>Responsive Repairs/Voids Manger</p> <p>HR Manager</p>	<p>Ongoing</p> <p>"</p> <p>31/03/10</p> <p>31 /12/09</p>	<p>No</p> <p>"</p> <p>No</p> <p>Consultant to carry out survey</p>
At the most senior grades males are more predominant.	<p>Include in Staff survey questions about aspirations and whether there are any perceived barriers in the workplace (e.g. harassment) or barriers to promotion. Compare male and female responses</p>	<p>Highlight barriers to progression.</p>	<p>Staff survey</p> <p>Grievance Procedure/</p> <p>Complaints</p>	<p>"</p>			

<p><b>RACE:</b></p> <p>under representation in workforce</p>	<p>Also include in staff survey questions about working hours and work life balance. Do workers feel D&amp;VH is supportive of this? Compare male and female responses.</p>	<p>A more accurate picture re work/life balance</p>	<p>Annual Survey</p>	<p>Compare results with workforce profile</p>	<p>HR Manager</p>	<p>Ongoing</p>	<p>No</p>
	<p>Ensure ALL departments are operating flexible working policies (including for males too). Check workforce for 'pockets' of good practice. (This may hide pockets of bad practice).</p>	<p>“</p>	<p>“</p>	<p>“</p>	<p>“</p>	<p>31/01/10</p>	<p>No</p>
	<p>Check transparency of procedures for promotion.</p>	<p>Review data re successful internal applicants</p>	<p>Quarterly</p>	<p>“</p>	<p>“</p>	<p>31/12/09</p>	<p>No</p>
	<p>Monitor success rate of males to female at senior ranks. If gap persists, then 'profile' the employment record of candidates to ascertain barriers/ review interview process and judgement calls of panel.</p>	<p>A better understanding of the aspirations of female staff</p>	<p>“</p>	<p>“</p>	<p>“</p>	<p>“</p>	<p>No</p>
	<p>Ensure that an Equal Pay audit is carried out within the near future</p>	<p>A clear picture of any potential equal pay issues</p>	<p>Annually</p>	<p>“</p>	<p>“</p>	<p>31/12/09</p>	<p>No</p>
	<p>Check recruitment process to ensure that advertisements encourage applicants from all of the community.</p>	<p>Attracting more balanced pool of applicants.</p>	<p>Analyse data quarterly</p>	<p>“</p>	<p>“</p>	<p>Ongoing</p>	<p>No</p>

<b>Disability: Under representatio n in workforce.</b>	Notify BME support groups of how they can access job advertisements.	Attracting more BME applicants	Analyse data quarterly	Compare results	HR Manager	Ongoing	No
	Analyse drop out rate for BME applicants.	Better understanding of needs	“	With workforce profile	“	“	“
	Ensure interview panels are appropriately trained and are not indirectly discriminating.	Better understanding of the issues	“	Following training and quarterly to ensure transfer of learning	“	“	“
	When BME staff leave D&VH conduct an 'exit interview' to ascertain whether any problems	Better understanding of needs	“				
	Recheck data. Both in terms of staff survey and economically active disabled for local geographic areas.	More accurate data	“	Annually	“	31/10/09	Use external consultant
	Develop links and advertise posts with disability support networks.			Quarterly	“	31/10/09	“
	Show recruitment process to disability networks for comment – including sample of job descriptions/application forms for comment and development.	Attracting more balanced pool of applicants. Ensure robust process.	“				

<p><b>Sexuality, Religion and/or belief, transgender</b></p> <p><b>NO DATA available</b></p>	<p>Consider and develop positive action processes. E.g. talks and examples of how to work through the application process.</p> <p>Ensure selection/interview panel adequately trained and not indirectly discrimination.</p> <p>Set aspiration target for increasing numbers of disabled workers</p> <p>Check within Staff audit attitudes towards disabled staff.</p>	<p>Links with local training college for the disabled established</p> <p>As above</p> <p>Target reflects the regional figure</p> <p>Identify any areas for awareness training</p>	<p>Quarterly</p> <p>“</p> <p>Annually</p> <p>Survey</p> <p>Annually</p>	<p>Compare results with workforce profile</p> <p>“</p> <p>Compare results with the annual survey</p> <p>“</p> <p>“</p>	<p>HR Manager</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p>	<p>31/10/09</p> <p>“</p> <p>31/08/10</p> <p>31/12/09</p> <p>31/10/09</p>	<p>No</p> <p>Use consultant to gather data.</p> <p>No</p> <p>Use external provider for survey</p> <p>Training consultant</p>
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<b>DATA Collection</b>	Review and revise current policy on harassment and bullying in the workplace. Ensure that there are clear processes in place that can be activated to help support staff suffering from harassment.	Clearer/improved Procedure	Quarterly	Annual survey / no of complaints	HR Manager/Employee Forum	31/10/09	No
	Ensure that senior managers are briefed on Transgender issues.	Training delivered and cascaded through team meetings	Annual	"	"	"	Training consultant
	Ensure that there is one accessible system that can monitor and measure <b>all</b> of the information demanded by <b>all</b> of the HR specific duties.	Improve profile data / more robust and up to date	Annual	"	HR Manager	31/12/09	Use external provider for survey
	Ensure that 'promotion' is easily identified and demarcated from recruitment data	Extract data from current monitoring	Quarterly	"	"	31/10/09	No
	Ensure that 'training' is better monitored and categorised.	System for recording T&D implemented	Quarterly	"	"	21/12/09	IT System
	Prioritise and Review all HR policies. Ensure that EIAs are done along side and written into the policies.	A systematic and robust process for reviewing the policies.	Through HR Strategy	Annually	"	"	31/12/09

	<p>Ensure all policies can be monitored for strand detail if it involves a decision being made (e.g. applications for compassionate leave or sick leave)</p> <p>Within staff survey ask questions on whether staff have confidence in a) anti-harassment /bullying/discrimination processes and,</p> <p>b) would they themselves feel confident enough to make a complaint,</p> <p>c) would they feel confident that their manager could handle such a complaint.</p> <p>Monitor outcomes of cases/complaints and especially what happened to the victim.</p>	<p>System for monitoring all leave is identified</p> <p>Appropriate questions agreed for survey</p>	<p>Quarterly</p> <p>Outcome of survey</p>	<p>Annually</p> <p>Results reviewed and action plan implemented</p>	<p>HR Manager</p> <p>"</p>	<p>31/12/09</p> <p>31/12/09</p>	<p>May require IT System</p> <p>Use external provider for survey</p>
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Under the terms of the Equality Duty Dale & Valley Homes is required to make arrangements for publishing the results of the assessment and consultation that has been carried out.

Please indicate how you recommend that this should be undertaken: -

**Confirmation**

**Signature of Completing Officer.....  
Angela Foster, Human Resources Manager.....**

**Signature of Director.....David Sanders.....**

**Date.....5 August 2009.....**

**Once completed please return to Louise Butler, Equality & Diversity Officer**