## Equality Impact Assessment (EQIA)
### *Performance Management – Check Ins*

| Details of requester | |
|---|---|
| Name | ███████████ |
| Section/Project | Performance Management |
| **Details of accountable Director** | |
| Director name | Billy Harkness |

| Document control (to be completed at each iteration) | | | |
|---|---|---|---|
| **Date** | **Author** | **Notes** | **Version number** |
| 14/12/2022 | ████████ | First Draft | V0.1 |
| 30/01/2023 | ████████ | Impact Assessment Drafted | V0.2 |
| 20/02/2023 | ████████ | Impact Assessment finalised and stakeholder reviewed | V0.3 |

## Contents

## Summary

| Date | 24/02/2023 |
|---|---|
| **IG Casework ref** | CW-2023-006 |

**Summary**

The scope of this EQIA is the implementation of the Check-In tool, as part of a refresh of the RoS performance management framework.

Potential negative impacts have been identified in relation to the protected characteristics of age and disability. These impacts are adequately mitigated by actions included in the proposal.

The proposal could have a significant positive impact across a number of protected characteristics through a more collaborative, flexible and continuous approach to performance management. Actions proposed will enhance this positive impact, but recommendations are made in relation to monitoring, reporting and targeting areas of low uptake.

The proposal could also contribute positive to all aspects of the public sector equality duty.

**Impact summary**

| Impact | Recommended Actions |
|---|---|
| **Potential negative** – age | • Impact suitably mitigated |
| **Potential negative** – disability | |
| **Potential positive** – across several protected characteristics | • Monitoring/reporting on uptake to ensure effective roll out<br>• Strategy to target areas of low uptake |
| **Review date** | September 2023 |

### Senior staff approval or oversight required

| Role | Approval/oversight/none |
|---|---|
| Keeper | |
| Accountable Officer | |
| Director - Registration | |
| Director – Business Development | |
| Director - Corporate | Approval |
| Other (specify) | |

## Section 1: Framing

### 1. Proposal Outline

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| **What is the scope of this Equality Impact Assessment (change phases/stages)?** <br> **Include brief background information necessary to frame the proposal** |
| We are making changes to the performance management at RoS. Initially, replacing the mid-year reviews with regular check ins and collaborative objective setting. |
| **What are the aims or purpose and anticipated outcomes of the change (such as a new policy, decision, procedure or relevant practice)?** |
| The desired outcomes of these changes are: <br> <br> • For colleagues to meet regularly with their manager having quality conversations which will give the opportunity to look at successes achieved, identify areas for development and define objectives on a more continuous basis <br> • High levels of conduct and performance from employees, with performance management processes applied effectively by people managers <br> • A consistent approach to performance management across the RoS which staff and people managers understand and apply |
| **Please indicate who is most likely to be affected by the change?** <br> *For example: Employees, visitors, contractors, women, men, young people, older people, people with disabilities etc* |
| All RoS employees participate in the performance management process, so this change will therefore impact all RoS employees. |
| **Which aspects of the change are particularly relevant to any element of the general equality duty?** |
| Replacing six monthly performance reviews with on-going regular check-ins to create a more flexible performance management approach will contribute positively to all aspects of the public sector equality duty. |

## Section 2: Impacts Identification and Evidence

Does evidence suggest any potential contribution of the change against the needs of the general equality duty? Consider each aspect in the table below.

| Public Sector Equality duty | Aspects of change which contributes to or influence duty | Explanation/Evidence of contribution or influence |
|---|---|---|
| **Eliminating unlawful discrimination, harassment and victimisation** | **Regular 1:1 Check-Ins** | Having six monthly performance reviews may disadvantage colleagues who have other circumstances going on at the time of the review. For example, particular religious events like Ramadan require fasting during the day. Having a more flexible approach mitigates the need to have reviews at set times. |
| **Advancing equality of opportunity** | **Regular 1:1 Check-Ins** | By having regular check ins with a manager workarounds and mitigations can be introduced. For example, people with a disability could have adaptive tech put in place, or for colleagues who are pregnant and going on maternity work could be managed around medical appointments and preparing for leave. |
| **Promoting good relations** | **Regular 1:1 Check-Ins** | The regular check ins can potentially help build good relationships with colleagues and their manager and allow managers to understand individual needs in more depth and allow for work arounds. |

Does evidence suggest any potential for impacts on the following groups? Consider each characteristic in the table below.

| Protected Characteristic | Impact (positive or negative) | Explanation/Evidence of Impact | Proposed Actions/Modifications |
|---|---|---|---|
| **Age** (e.g. older people, children and young people) | Potential Negatives: | Potential for stigma around older generation not being able to or having difficulty using new IT systems. This could lead to a disadvantage if they are not able to use the system effectively. | Resources including intranet posts on the performance page along with videos. Drop-in sessions and overviews were facilitated for colleagues. A continued push through to promote the available resources. |
| **Disability** | Potential Negative: | Risk of tool not being 100% compatible with all adaptive technology in use. | Assign an action to line managers to check in with anyone who uses assistive/adaptive tech to make sure they can fully access the tool and, if not, to refer to IT for help. |
| | Potential Positive: | A good 1:1 conversation with a manager can help identify opportunities for reasonable adjustments to be made to enable that person to perform and excel in their role and seek opportunities to develop. | |
| **Gender Reassignment** (Where a person is living as the opposite gender to their birth) | Potential Negative: | A colleague who is transitioning or considering transitioning may choose to disclose this information to their manager. They may not have confidence that if they disclose to a manager in a 1:1 that this information is protected. This is both an impediment to building confidence with that person, and a potential legal liability for the organisation. | By using Cornerstone, it allows us to ensure only the appropriate people (e.g. you and your manager) have access to the information. |

| | | | |
|---|---|---|---|
| **Pregnancy and Maternity** | Potential Positive | Having a regular 1:1 meeting can help keep your manager up to date with arrangements, appointments, and parental leave. This will help with planning work, preparing for leave, staying connected days and returning to work. | Resources including intranet posts on the performance page along with videos. Drop-In sessions and overviews were facilitated for colleagues. A continued push through to promote the available resources. |
| **Race, ethnicity, colour, nationality or national origins** (including gypsies or travellers, refugees or asylum seekers) | Potential Positive | Having a regular but flexible/ongoing approach to performance management should help employees and managers to ensure effective performance around any cultural differences pertaining to specific groups. | Resources including intranet posts on the performance page along with videos. Drop-In sessions and overviews were facilitated for colleagues. A continued push through to promote the available resources. |
| **Religion or belief** (including non-belief) | Potential Negative:<br><br>Potential Positive: | Challenges in trying to manage performance during periods of religious significance. For example, staff during Ramadan or other fasting periods could struggle to perform at their usual levels.<br><br>By having 121 conversations concerning significant religious events, it will allow managers to put allowances in place to manage work. By having a more flexible performance management approach meetings can be moved around significant religious events. | monitoring/reporting on uptake to ensure effective roll out.<br><br>Resources including intranet posts on the performance page along with videos. Drop-In sessions and overviews were facilitated for colleagues. A continued push through to promote the available resources. |
| **Sex/Gender** | Potential Negative: | Having universal performance management expectations could put some people at a disadvantage based on sex. For example, people going through the menopause.<br><br>Having regular 1:1 with a manager will help to highlight any issues more | Resources including intranet posts on the performance page along with videos. Drop-in sessions and overviews were facilitated for colleagues. A continued push through to promote the available resources. |

| | Potential Positive: | efficiently and will allow work arounds to be implemented. A flexible system to performance management with regular check-ins will help to mitigate this issue. | |
|---|---|---|---|
| **Marriage and civil partnership** | No Impact Identified | | |
| **Sexual Orientation** | | | |

## 2.2 Evidence gaps

Are there any gaps in the evidence you currently hold?

Is any action planned to fill these gaps?

As the toolkit is still being rolled out, not all colleagues have had the chance to experience its use. Some barriers might be identified as evidence is gathered on how people use it. The Performance Management team will continue to engage with the business, provide support and update this EQIA as we gather more information.

## Section 3: Impact Assessment and Actions

| Relevant Protected Characteristic(s) | Impact | Mitigating Actions Included and Required | Owner |
|---|---|---|---|
| 1. Age | **Potential negative**<br><br>There is a perception/stereotype that older people struggle more with technology.<br><br>Greater reliance on PAL for performance management could create a barrier towards its effective use for this group, creating a disadvantage in relation to engaging effectively with the new performance management approach. | **Included:** Clear communications, guidance materials (intranet, videos etc.) and drop-in sessions to promote best use of new check in tool<br><br>**Required:** No further action required | Performance Management |
| 2. Disability | **Potential negative**<br><br>The check in tool may not be 100% compatible with all adaptive technology in use at RoS.<br><br>This could create a barrier towards its effective use for these colleagues, creating a disadvantage in relation to engaging effectively with the new performance management approach. | **Included:**<br><br>As part of wider performance management communication, assign an action to line managers to check in with anyone who uses assistive/adaptive tech to ensure effective functionality with tool<br><br>Refer any issues to IT Service Desk/Employee Enablement<br><br>**Required:** No further action required | Performance Management<br><br>Service Desk/EE |
| 3. Disability, Gender Reassignment, Pregnancy/Maternity, Race/ethnicity, religion, sex/gender | **Potential positive**<br><br>More regular and flexible check-ins will assist people managers and employees to collaboratively identify approaches to effectively integrate any needs arising from | **Included:**<br><br>• Promoting use of check in<br>• Guidance materials around its best use<br>• Drop in sessions | Performance Management |

| | any of the relevant protected characteristics into working practices and patterns.<br><br>These can also be more regularly discussed, reviewed and adapted as required. | **Required:**<br><br>- Monitoring/reporting on uptake to ensure effective roll out<br>- Strategy to target areas of low uptake | |
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| Review date | September 2023 |
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