

Equality Impact Assessment for the CIT Organisational Design Review

Implementing the new CIT Operating and Organisational model

PB2, PB1 and Grade 6

14th June 2011

DWP Department for
Work and Pensions

Equality impact assessment for CIT Organisational Design Review

Introduction

The Department for Work and Pensions has carried out an equality impact assessment on the proposal to introduce a re-designed, improved CIT Operating and Organisational Model, assessing the proposal in line with the current public sector equality duties at each stage of the programme.

This process will help to ensure that:

- the Department's strategies, policies and services are free from discrimination;
- the Department complies with current equality legislation;
- due regard is given to equality in decision making and subsequent processes;
- opportunities for promoting equality are identified.

Scope of this assessment

The scope of this assessment is to provide an overview as each stage of the programme completes and also set out the plans for future stages in terms of ensuring that Equality requirements continue to be considered throughout.

This will be an on-going iterative process as the implementation of the newly designed organisation progresses and the Equality Impact Assessment will be reviewed throughout at each stage of the process, maintained and updated.

The assessment looks at available evidence to determine the extent to which the effect of proposed changes differs between persons sharing protected characteristics and persons who do not.

The Equality Act 2010 simplifies and strengthens the existing framework of anti-discrimination legislation and this assessment will demonstrate how the Department has paid due regard when developing new services or processes and considered protection against discrimination on the grounds of race, disability, gender, age, gender reassignment, sexual orientation, pregnancy and maternity, and religion and belief (the protected characteristics).

Brief outline of the policy or service

In 2010 the Department reviewed the CIT Operating Model to ensure that the organisation would be able to effectively meet the future needs and demands of its customers.

The review took into account both internal CIT and the wider business feedback and the outcome identified that the existing CIT Operational Model and organisation structure that underpins it, did need to change and evolve in order to improve efficiency, to enable CIT to improve its' services and be more responsive to future business needs.

To achieve this, a new CIT Operating Model was designed, identifying the key changes needed across the organisational structures of CIT functional teams.

The changes are aimed at increasing collaboration, streamlining processes, clarifying accountabilities and business interfaces to improve relations and understanding between the different areas and groups within the organisation and highlight where new functions needed to be introduced and duplication can be reduced.

The primary aim and outcome of the programme is to achieve a more focussed, dynamic and efficient organisation, reducing duplication of roles and responsibilities, improving the way in which suppliers who provide services are managed, improving service quality, maximising value for money and the overall capability of the Department to deliver first class IT services to its customers.

A secondary, but complimentary objective is to meet Government efficiency and headcount reduction targets.

The programme will also ensure that the appointments made within the re-designed organisation will provide the benefit of and be based upon clearly defined role requirements, accountabilities, responsibilities and capabilities, paying due regard to protected areas.

This will be achieved by appointing roles in a structured manner from the top down, applying a consistent approach at each Grade in line with the Department's Workforce Management Policy to populate the new organisational structure with the most suitably skilled and experienced staff.

Consultation and involvement

The initial operating model review involved consultation with internal stakeholders within both the CIT organisation and the wider business community, to obtain and consolidate feedback regarding known issues within the existing services and to assist in designing an operating model that would address issues across all CIT services.

Human Resources will continue to be consulted throughout all stages of the implementation programme to assure that organisational changes being made are consistent and comply with agreed processes and best practices throughout.

CIT stakeholders and colleagues will continue to be consulted throughout the programme to ensure that boundaries and overlaps continue to be understood and managed throughout the period of change.

All CIT staff will continue to be kept informed of progress throughout the programme through a combination of the Departments intranet, e-mail announcements, road shows, face to face question and answer sessions, conference calls and updates from appointed line managers and leaders as they are made.

Similarly, business stakeholders will continue to be kept apprised as organisation changes progress through a combination of the Departments intranet, e-mail updates, face to face briefings and updates from appointed managers as they are made.

Trade Unions will continue to be kept apprised of activities and programme schedules through regular face to face consultations.

Impact of the CIT Organisational Design Review

This programme of work is not expected to adversely impact customers. In fact, it is designed to provide the exact opposite outcome, improving their experience of interacting with and receiving services from CIT.

A programme of work has been undertaken to define CIT interfaces, Service Catalogue and Service Map and implement a Quality Management System to provide a single, central view of what CIT does, how CIT functions, manage change and support the implementation of the new operating model to ensure that expectations and requirements to and from CIT and the wider business are met.

Although the transition to the new organisation should be transparent from a perspective of technical services provided, it is accepted that this programme of work will result in personnel changes and will affect existing alignments and relationships within CIT as well as those between CIT and the wider business.

Clear communication will be provided throughout to ensure that the wider business is aware of organisational changes in contact points and accountabilities to both maintain existing relationships and develop new ones and that staff are aware of changes in reporting lines to maintain existing relationships and develop new ones.

Voluntary Exit Schemes have been made available and individuals who are either unassigned or who have not left the Department under such an Exit Scheme after the completion of each phase of appointments will be declared surplus and transferred to a Redeployment Unit and redeployment assistance provided.

Redundancy will only be offered when all available redeployment options have been fully explored with post holders that are affected.

The Department continues to maintain due regard to the need to ensure that there is no discrimination, harassment, victimisation or any other conduct that is prohibited by or under the Equality Act 2010 whilst designing the organisational structure or defining roles and responsibilities.

The organisational re-design considered and will continue to consider the protected characteristics of disability, race, gender, age, reassignment, pregnancy, maternity, religion or belief, sexual orientation and location.

All individuals will be treated equally irrespective of these characteristics by consistently applying the Department's Workforce Management Policy. All decisions will be made in accordance with the Department's Diversity and Equality Policy and meetings/telekits will be held by HR with all line managers involved in the process to ensure this is consistently and fairly applied.

If any appointment results in any individual having a change of role or location, any health/Disability Discrimination Act considerations will be taken into account in terms of reasonable adjustments.

Monitoring and evaluation

Data for protected areas will be monitored and evaluated as each functional area of the re-designed organisational structure is implemented and appointments are made.

Monitoring and evaluation that will be carried out will capture, compare and analyse data for protected areas before and after the completion of the matching and selecting exercises, to essentially to ensure that there is no disproportionate or unanticipated impact resulting from each phase of the process.

The level of deviation seen between the existing organisational structure at each pay band and the re-designed structure will be assessed and an analysis will be performed to track any evidence or trends that indicate any disproportionate impact on protected areas.

Any perceived impact will be reviewed against job descriptions and post holder skills and experience to ensure that the appointments have been consistent and valid, based on the agreed selection criteria for the role.

If any possible disproportionate trends are indicated or identified, the process and governance for activities will be reviewed between CIT management, HR and TUs to ensure that any clarification and consultation requirements are identified, along with any actions that need to be taken to ensure all parties continue to exercise appropriate due diligence and awareness of the impact on Equality of decisions being made.

This will not be used influence or make decisions to redress any perceived imbalances in any protected area but ensure that decisions being made are consistent, justifiable, well informed and appropriate to the required business objectives.

Decisions will continue to be based on capability and experience requirements that identify the most suitable candidates defined by role requirements and accountabilities.

Pay Band 2

The appointments process was completed successfully in November 2010 and showed no adverse or disproportionate impact at this level on any of the protected areas.

Pay Band 1

The appointments process was completed in February 2011 and showed no adverse or disproportionate impact at this level on any of the protected areas

The number of female staff at this level remained unchanged as a result of the process and both the ethnic minority makeup of CIT and the number of disabled staff also remains unaffected at this level with the reductions in headcount taking place evenly across each age-group.

In addition, all SCS staff at this level remain full-time which has resulted in no issues arising with regard to working patterns.

Grade 6

The appointments process was completed in April 2011 and showed no adverse or disproportionate impact at this level on any of the protected areas.

The number of female staff at this level remained unchanged. Both the ethnic minority makeup of CIT and the number of disabled staff also remained unaffected at this level by the process.

The impact on the age structure of CIT at this level has been minimal. Although those who were made surplus as a result of the process were all over 50 they are spread across different age brackets, which due to the high overall proportion of staff at G6 being over the age of 50, the relative impact seen was minimal.

In addition, the number of part-time staff at this level remained unchanged which resulted in no issues arising with regard to working patterns.

Next steps

Implementation of the new organisational structure and associated services is currently in the early stages, with senior pay grades of Pay Band 2, Pay Band 1 and Grade 6 now appointed.

At this stage of the programme, the numbers of staff involved remains relatively small and the impact of the process on the protected characteristics has as a result been limited.

However, as the programme progresses and moves into re-organisation of grades G7 and below, larger numbers of staff will be affected by the appointments process. There is therefore the potential for a much larger impact on protected areas to occur.

As previously stated, the effects of this will be monitored and assessed closely as each Grade progresses.

The process for appointing will continue to follow the Departments Workforce Management Policy, but the schedule may vary depending on the scale, grade mixes and combination of existing roles and new roles involved.

The FLSM area will continue on a different timeframe to the rest of Core CIT to complete their restructure. This has yet to be finalised but the same Workforce Management policies and processes will be adopted.

Indicative completion dates for the appointments process for grades G7, SEO and HEO at the time of writing is projected to be October 2011 and remains under review with CITe to ensure the process is completed as effectively and efficiently as practicable.

This EIA documentation will be continue to be reviewed and updated as each stage of appointments progress.

Contact details

Initial enquiries and questions related to the EIA documentation and process for this programme should be directed to the CIT Organisational Review Project Management Office e-mail inbox CIT ODR PMO (odr.pmo@dwp.gsi.gov.uk).

Questions asked to inform the EIA include:

- Is there any reason to believe that different group(s) of people could be negatively or unduly affected by your proposed policy or service?

No. This is a restructuring programme that is based on redefining roles and responsibilities to improve services, capability, minimise duplication and reduce headcount in line with Governmental targets.

Ability, capability and skill set are the primary considerations that will be used when identifying the best candidate for the position and the intention is not to adversely affect any individual or group of specific individuals or protected groups.

- Does everyone have the same opportunity to use the policy or service, or is it more difficult for some than others?

It affects everyone in the CIT organisation and will affect relationships between CIT and the wider business such as JCP etc. Both the Business and the general public will not be adversely affected as this should be an internal transition to the new organisation. New services (applications implementation, service commissioning) etc will be managed differently in some cases internally, but again, the Business and Public will see new services launched in the usual ways, so this is out of scope of the Programme and separate EIAs would be produced in the same manner as now for their new services.

- Does the proposal provide the same outcome for all?

No. The CIT restructure will result in a combination of appointments of staff to posts that are required and the resulting reduction in headcount will see a combination of redeployment within the wider business if possible, acceptance of corporate voluntary exit schemes and redundancy as a final option.

- If the policy does not have the same outcome for all is this because it has been designed to tackle a previous imbalance or promote the opportunity to help a particular group? If yes, record this as a positive impact.

The design review has been undertaken to achieve multiple outcomes including improve the organisational capability, improve collaboration across the departments different groups, improve efficiency and performance, minimise duplication roles and responsibilities, clarify accountabilities and also achieve the government head count reduction targets.

- Are the proposals likely to affect relations between different groups? Do they favour a particular group or deny opportunities to another? If they will favour one group over another, is this what you intended?

The proposal may affect the relations between different groups because of the potential for changes in the staff who provide cross business interfaces and them moving to different roles or leaving the organisation. This may alter the existing dynamic or balance, but altering the dynamic between groups deliberately or unnecessarily is not the intention. Monitoring of the changes in protected group dynamics will enable the assessment of the level of deviation between those that exist now and those that result from the process and ensure consistent, justifiable and appropriate decisions are being made so that no specific protected group is intentionally being adversely affected.

- Is there any evidence that any part of the proposed policy or service could discriminate unlawfully against people from different groups?

No. All evidence is that the role accountabilities and job descriptions are focussed on the skills, experience and capabilities required to meet the needs of the business irrespective of the protected groups.

- Is there any evidence that different groups have different needs which may be affected by your policy or service?

No, the needs of the organisation and its ability to deliver services do not indicate that there are any different needs over and above those that currently exist within the existing organisation and are already provided.

- Does the policy address issues that have been highlighted in the past as a negative or disproportionate impact?

Yes, continual monitoring will be carried out to assess the levels of change being seen and quantify any impact on any of the protected groups to ensure that there is no disproportionate impact.

Appendix

The following is the source data used for the analysis of SCS impact, (pre and post match and select process) and initial assessment Grade 6 impact (pre-match and select process), with all personal information removed (04.05.11)

SCS

SCS Gender Breakdown

Taken from
WF04

SCS Whole		
Gender	SIP (Pre M&S)	SIP (Post M&S)
Female	4	4
Male	25	21
Total	29	25

Unassigned after M&S	
A	Male
B	Male
C	Male
D	Male

SCS1		
Gender	SIP (Pre M&S)	SIP (Post M&S)
Female	4	4
Male	17	13
Total	21	17

SCS Working Pattern

All SCS Staff are Full-time

SCS Age Breakdown

Taken from
BOXI

SCS Whole		
Age Range	SIP (Pre M&S)	SIP (Post M&S)
40-44	5	4
45-49	8	7
50-54	9	8
55-59	7	6
Total	29	25

SCS1		
Age Range	SIP (Pre M&S)	SIP (Post M&S)
40-44	4	3
45-49	7	6
50-54	7	6
55-59	3	2
Total	21	17

SCS Disability

BOXI Report confirms that there was 1 registered disabled SCS member in December 2010, but they have subsequently left CIT

SCS Ethnic Minority Staff

There is one ethnic minority member of staff in the SCS, at SCS1

Grade 6**G6 Match and Select****Exercise**

Taken from WF04 28 Feb

Headcount Position

G6 Total		SIP
	Feb-11	115
	Post Match & Select	108
G6 FLSMs		
	Feb-11	1
	Post Match & Select	1
G6 Non-FLSMs		
	Feb-11	114
	Post Match & Select	107

There will also be one retirement in March

There will also be one retirement in March

G6 Working Pattern

Taken from Feb 28 WF04

Working Pattern	FLSM	Non-FLSM
Full-Time	1	107
Part-Time	0	7
Total	1	114
G6 Part-time staff		
First name	Surname	FTE
A	Female	0.86
B	Male	0.54
C	Female	0.61
D	Female	0.86
E	N/N	0.60
F	Male	0.97
G6 Part-time staff	Female	0.86

G6 Age Breakdown

Taken from BOXI Jan-11 Figures

Total G6	
Age-Band	SIP
30-34	1
35-39	9
40-44	20
45-49	33

50-54	20
55-59	28
60+	4
Total	115

Taken from BOXI Jan-11
Figures

G6 Gender Breakdown

G6 FLSMs	
Gender	SIP
Male	1
Female	0
Total	1
G6 Non-FLSMs	
Gender	SIP
Male	78
Female	36
Total	114

Taken from BOXI Jan-11
Figures

G6 Disability Breakdown

FLSMs	
Disability	SIP
Disabled	0
Non-Disabled	1
Unknown	0
Total	1
Non-FLSMs	
Disability	SIP
Disabled	2
Non-Disabled	101
Unknown	11
Total	114

Taken from BOXI Jan-11
Figures

G6 Ethnicity Breakdown

All G6	
Ethnic Minority category	SIP
Ethnic Minority	1
Unknown	22
White	92
Total	115

The following is the source data used for the analysis of Grade 6 impact (pre and post match and select process), with all personal information removed (18.05.11)

G6 Match and Select Exercise
Headcount Position

Taken from WF04 30 April

G6 Total	SIP
Apr-11	113
Post Match & Select	109
G6 FLSMs	
Apr-11	1
Post Match & Select	1
G6 Core CIT	
Apr-11	112
Post Match & Select	108

G6 Working Pattern (All CIT)

Taken from 30 April WF04

Working Pattern	SIP (Pre-M&S)	SIP (Post M&S)
Full-Time	107	103
Part-Time	6	6
Total	113	109
G6 Part-time staff*		
First name	Surname	FTE
#1		0.86
#2		0.54
#3		0.61
#4		0.86
#5		0.60
#6		0.97
#7		0.86

*Also includes #7 who is currently on Maternity leave

G6 Age Breakdown

Taken from BOXI

Total G6	SIP (Pre-M&S)	SIP (Post M&S)
Age-Band		
30-34	1	1
35-39	9	9
40-44	20	20
45-49	32	32
50-54	20	19
55-59	27	25
60+	4	3

Total	113	109
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G6 Gender Breakdown

Taken from BOXI

FLSMs		
Gender	SIP (Pre-M&S)	SIP (Post M&S)
Male	1	1
Female	0	0
Total	1	1
Core CIT		
Gender	SIP (Pre-M&S)	SIP (Post M&S)
Male	77	73
Female	35	35
Total	112	108

G6 Disability Breakdown

Taken from BOXI

FLSMs		
Disability	SIP (Pre-M&S)	SIP (Post M&S)
Disabled	0	0
Non-Disabled	1	1
Unknown	0	0
Total	1	1
Core CIT		
Disability	SIP (Pre-M&S)	SIP (Post M&S)
Disabled	2	2
Non-Disabled	99	95
Unknown	11	11
Total	112	108

G6 Ethnicity Breakdown

Taken from BOXI

All G6		
Ethnic Minority category	SIP (Pre-M&S)	SIP (Post M&S)
Ethnic Minority	1	1
Unknown	20	20
White	92	88
Total	113	109