



GUILD FORD  
B O R O U G H

## Full Equality Impact Assessment (EIA)

**Service/function/policy being assessed:** Revised Grievance Policy and Procedure

**Service Unit:** Human Resources

**Officer completing the EIA:**

**Date started:** 13/07/2009

**Once completed:**

Date completed: 16/07/2009

Signed \_\_\_\_\_ (Officer)

Signed \_\_\_\_\_ (Service Unit Head)

Signed \_\_\_\_\_ (HR Business Partner (Equality & Diversity))

# Full Equality Impact Assessment (EIA)

## OUTLINE OF THE SERVICE / FUNCTION / POLICY YOU ARE ASSESSING:

- What are the aims and objectives of this service/function/policy?
  - a) Employers are legally required to have in place grievance procedures.
  - b) The grievance procedure enables individual employees to raise grievances with management about their employment either by themselves or as a group and/or with a representative. The procedure should aim to settle grievances fairly and as quickly as possible. It should recognise that most routine complaints and grievances are resolved informally in discussions with the employee's immediate manager.
  - c) It should be simple, rapid in operation and in writing.
  - d) Therefore Guildford Borough Council has developed and adopted a grievance policy and grievance procedure which managers must follow in working to maintain good conduct and acceptable standards of behaviour.
  
- Who is it designed to support/help/serve?
  - a) The 'customers' of the Council who can feel reassured that there is an effective policy and procedure in place to ensure that negativity and discontent on the part of employees are addressed.
  - b) Employees in their being aware that channels exist to deal with employee dissatisfaction.
  - c) Line management in having available a policy and procedure to deal with employee dissatisfaction.
  - d) The Council as a whole through the support that the policy and procedure provides in ensuring the professionalism and effective performance of staff.

# EIA Worksheets

## RACE EQUALITY

- 1. List any examples where your service/policy/procedure is already being proactive in ensuring equal access for people from black and minority ethnic (BME) communities**

The policy must be applied to all staff consistently regardless of their equality profile. However, it is recognised that certain staff may need additional support if they want to use the grievance policy to raise any concern(s). The policy makes provision for support for whom English is not their first language and whose level of understanding of English would not allow them to participate fully in the grievance process.

The policy allows, where practicable, for a member of the panel hearing a grievance case to be from the BME staff although, given the current number of BME staff employed, it recognises that this may not be practicable.

- 2. Have you found any evidence which gives you an idea about how people from BME communities are using your service and/or how they find using your service?**

YES (please go to question 3)

~~NO (please explain why below and then move on to question 5b)~~

**3. Details about the evidence you been able to gather to give you an idea about how people from BME communities are using your service and/or how they find using your service**

**Service usage**

| Evidence source   | Time period covered by data   | Total number of respondents | Total number who provided ethnicity data* | From those who provided ethnicity data, the number who are from a BME community | Does this evidence show that people from BME communities are disproportionately and significantly under using this service? |
|---|---|-----------------------------|---|---|---|
| Meeting with BME and other staff held on 12 <sup>th</sup> June 2009 | Single event followed by 2 weeks for further comment after reflection | 25                          | 24  | 5   | No although the Council has only just begun to equality monitor those who use the grievance policy                          |
| E-mail from those unable to attend the above event                  |   |                             |   |   |   |

**Service satisfaction (including complaints)**

| Evidence source   | Time period covered by data   | Total number of respondents | Total number who provided ethnicity data* | From those who provided ethnicity data, the number who are from a BME community | Number of people from BME communities who are dissatisfied with the service | Number of people from non BME communities who are dissatisfied with the service | Does the evidence show that people from BME communities are significantly more dissatisfied with the service than people from non BME communities? |
|---|---|-----------------------------|---|---|---|---|--|
| Meeting with BME and other staff held on 12 <sup>th</sup> June 2009 | Single event followed by 2 weeks for further comment after reflection | 25                          | 24  | 5   | 0   | 0   | No   |

\* = please note that if this number is very small, be wary as it is unlikely to provide you with representative/reliable data. If you would like further guidance on this, please contact the HR Business Partner (Equality & Diversity).

**4. If your evidence highlights that your service is having a significant negative impact on people from BME communities, can this be justified?**

~~YES please give details below. You will need to refer to the guidance note if you have selected this answer as it is very unlikely that any policy or service can be justified which is having a significant and disproportionately negative impact on people from BME communities.~~

~~NO please go to question 5a.~~

Not applicable

**5a. If you have identified disproportionate satisfaction or under usage - Identify any barriers or issues which you think may be preventing people from BME communities from accessing your service and/or causing higher levels of dissatisfaction. How could these barriers be removed?**

| Possible barrier/issue | Suggested solution |
|------------------------|--------------------|
|                        |                    |
|                        |                    |

**Other evidence sources to consider:**

**5b. EXTERNAL EVIDENCE**

What experience do people from BME communities have in other parts of the country when using the same service as the one you provide? Have organisations identified any common barriers or issues which make it more difficult for people from BME communities to use services similar to the one you provide? Are these relevant to the accessibility of your own service?

| Supporting external evidence                 | Potential issue/barrier   | Is this likely to be an issue/barrier for your service? |   | Suggested solution(s) for your service (if necessary) |
|--|---|---|---|---|
|  |   | ✓ / X   | Explanation/details   |   |
| <i>e.g. national report</i>                  | None discovered   | X   | No external evidence identified to lead to the conclusion that there would be a differential impact on BME staff arising from the grievance policy and procedure as currently drafted.  |   |
| <i>e.g. EIA from other district councils</i> | Research of statistics produced by other councils does not suggest over-representation of BMEs involved in grievance cases. | X   | <p>No external evidence identified to lead to the conclusion that there would be a differential impact on BME staff arising from the grievance policy and procedure as currently drafted.</p> <p>Broadly, as most public bodies monitor only cases that go to the formal grievance stage, the number of cases in individual bodies is small and is, therefore, not likely to give statistically valid evidence.</p> <p>However, of those bodies researched, none identified differential impacts. This included those that had identified a higher percentage of white British males raising grievances. This was taken as demonstrating no differential impact and no comment was made about the possibility that this could have been due to females and BME employees being less likely to/less confident to raise grievances.</p> |   |

|  |                 |  |  |  |
|--|-----------------|--|--|--|
| <i>e.g. research by another district council</i> | None discovered |  |  |  |
|--|-----------------|--|--|--|

**5c. ANECDOTAL EVIDENCE FROM COLLEAGUES**

Are your colleagues aware of any barriers which may be preventing people from BME communities from accessing your service and/or causing higher levels of dissatisfaction? What could be done to make things better?

| <b>Possible issue/barrier limiting access to your service</b> | <b>Suggested solution</b> |
|---|---------------------------|
| None  |                           |
|   |                           |

**6. Formally consult on your EIA findings (you must contact the HR Business Partner (Equality and Diversity) before commencing with this stage)**

Who did you consult with?

All BME employees invited to a consultation meeting which also involved non-BME staff. Consultation took place with those who attended. For those who could not attend, consultation was by e-mail.

What feedback did you receive and how will you address it?

| Feedback received  | How it will be addressed  |
|--|---|
| Awareness of support available for those who use the grievance policy and procedure but for whom English is not their first language is not always clear to such people. | Identify this availability on the front page of the policy and procedure.   |
| Similarly for those for whom English is not their first language, the need to ensure that documents are prepared in plain, easy to read language was identified.         | Produce documents in plain, easy to read language, where necessary, testing it before publication on an employee who does not have English as a first language and/or asking for external input to ensure that the document is readable by all. |
|  |   |

**7. Turn your solutions into action by completing the ethnicity section of the action plan, at the back of the paperwork.**

# EIA Worksheets

## DISABILITY EQUALITY

### 1. List any examples where your service/policy is already being proactive in ensuring equal access for disabled people/carers

The policy must be applied to all staff consistently regardless of their equality profile. However, it is recognised that certain staff may need additional support if they feel the need to use the grievance policy. The policy makes provision for support for such staff including those with certain types of disability, i.e. those who are blind or partially sighted or deaf or hard of hearing or have difficulty expressing themselves.

The policy allows, where practicable, for a member of the panel hearing a grievance case to be from the disabled staff although, given the current number of declared disabled staff, it recognises that this may not be practicable.

### 2. Have you found any evidence which gives you an idea about how disabled people are using your service and/or how they find using your service?

YES (please go to question 3)

~~NO (please explain why below and then move on to question 5b)~~

### 3. Details about the evidence you been able to gather to give you an idea about how disabled people are using your service and/or how they find using your service

## Service usage

| Evidence source  | Time period covered by data   | Total number of respondents | Total number who provided disability data* | From those who provided disability data, the number who are disabled | Does this evidence show that disabled people are disproportionately and significantly under using this service?  |
|--|---|-----------------------------|--|--|--|
| Meeting with disabled and other staff held on 12 <sup>th</sup> June 2009 | Single event followed by 2 weeks for further input after reflection | 25                          | 25   | 5  | No although the Council has only just begun to equality monitor those who use the grievance policy. This will identify whether, in practice, there may be a differential impact. In that event, the reasons why would be investigated. |
| E-mail from those unable to attend the above event                       |   |                             |  |  |  |

## Service satisfaction (including complaints)

| Evidence source  | Time period covered by data   | Total number of respondents | Total number who provided disability data* | From those who provided disability data, the number who are disabled | Number of disabled people who are dissatisfied with the service | Number of non disabled people who are dissatisfied with the service | Does the evidence show that disabled people are significantly more dissatisfied with the service than non disabled people? |
|--|---|-----------------------------|--|--|---|---|--|
| Meeting with disabled and other staff held on 12 <sup>th</sup> June 2009 | Single event followed by 2 weeks for further input after reflection | 25                          | 25   | 5  | 0   | 0   | No   |
| E-mail from those unable to attend the above event                       |   |                             |  |  |   |   |  |

\* = please note that if this number is very small, be wary as it is unlikely to provide you with representative/reliable data. If you would like further guidance on this, please contact the HR Business Partner (Equality & Diversity).

Small numbers of staff use the grievance policy (< 5 a year dealt with as formal grievances although it is known, but not recorded, that a number are resolved at an early stage without having recourse to the formal grievance stage) and a smaller number of employees who have declared that they have a disability.

**If your evidence highlights that your service is having a significant negative impact on disabled people, can this be justified?**

~~YES please give details below. You will need to refer to the guidance note if you have selected this answer as it is very unlikely that any policy or service can be justified which is having a significant and disproportionately negative impact on disabled people.~~

~~NO please go to question 5a.~~

Not applicable

**5a. If you have identified disproportionate satisfaction or under usage - Identify any barriers or issues which you think may be preventing disabled people from accessing your service and/or causing higher levels of dissatisfaction. How could these barriers be removed? Also think about the needs of carers.**

| Possible barrier/issue | Suggested solution |
|------------------------|--------------------|
| None                   |                    |
|                        |                    |
|                        |                    |
|                        |                    |
|                        |                    |

**Other evidence sources to consider:**

**5b. EXTERNAL EVIDENCE**

What experience do disabled people have in other parts of the country when using the same service as the one you provide? Have organisations identified any common barriers or issues which make it more difficult for disabled people to use services similar to the one you provide? Are these relevant to the accessibility of your own service?

| Supporting external evidence                     | Potential issue/barrier   | Is this likely to be an issue/barrier for your service? |  | Suggested solution(s) for your service (if necessary) |
|--|---|---|--|---|
|  |   | ✓ / X   | Explanation/details  |   |
| <i>e.g. national report</i>                      | None discovered   | X   | No external evidence identified to lead to the conclusion that there would be a differential impact on disabled staff arising from the grievance policy and procedure as currently drafted.  |   |
| <i>e.g. EIA from another district council</i>    | Research of statistics produced by other Councils does not suggest over-representation of disabled employees involved in grievance cases. | X   | <p>Broadly, as most public bodies monitor only cases that go to the formal grievance stage, the number of cases in individual bodies is small and is therefore, not likely to give statistically valid evidence.</p> <p>However, of those bodies researched, none identified differential impacts. This included those that had identified a higher percentage of white British males raising grievances.</p> <p>This was taken as demonstrating no differential impact and no comment was made about the possibility that this could have been due to disabled employees being less likely to/less confident to raise grievances.</p> |   |
| <i>e.g. research by another district council</i> | None discovered   |   |  |   |

### 5c. ANECDOTAL EVIDENCE FROM COLLEAGUES

Are your colleagues aware of any barriers which may be preventing disabled people from accessing your service and/or causing higher levels of dissatisfaction? What could be done to make things better?

| Possible issue/barrier limiting access to your service | Suggested solution |
|--|--------------------|
| None   |                    |

## 6. Formally consult on your EIA findings

Who did you consult with?

Disabled and non-disabled employees

What feedback did you receive and how will you address it?

| Feedback received   | How it will be addressed |
|---|--------------------------|
| No concerns identified given that the existing arrangements to provide additional support to disabled staff as necessary are carried out. |                          |

## 7. Turn your solutions into action by completing the disability section of the action plan, at the back of the paperwork

# EIA Worksheets

## GENDER EQUALITY

- 1. List any examples where your service/policy/procedure is already being proactive in ensuring equal access for women and men**

The policy must be applied to all staff consistently regardless of their equality profile. No special arrangements have been considered necessary to ensure equal access although, where practicable, the Council will ensure that at least one member of a panel conducting a grievance hearing would be of the same gender as the person who is using the grievance policy.

- 2. Have you found any evidence which gives you an idea about how people are using your service and/or how they find using your service, according to their gender?**

YES (please go to question 3)

~~NO (please explain why below and then move on to question 5b)~~

**3. Details about the evidence you been able to gather to give you an idea about how people are using your service and/or how they find using your service, according to their gender**

**Service usage**

| Evidence source  | Time period covered by data   | Total number of respondents | Total number who provided gender data* | From those who provided gender data, the number who are female | From those who provided gender data, the number who are male | Does this evidence show that women/men are disproportionately and significantly under using this service? |
|--|---|-----------------------------|--|--|--|---|
| Meeting with disabled and other staff held on 12 <sup>th</sup> June 2009 | Single event followed by 2 weeks for further input after reflection | 25                          | 25                                     | 13   | 12   | No. It has not been the practice to monitor by gender those who pass through the grievance procedure.     |

**Service satisfaction (including complaints)**

| Evidence source  | Time period covered by data   | Total number of respondents | Total number who provided gender data* | From those who provided gender data, the number who are female | From those who provided gender data, the number who are male | Number of women who are dissatisfied with the service | Number of men who are dissatisfied with the service | Does the evidence show that one gender is significantly more dissatisfied with the service than the other? |
|--|---|-----------------------------|--|--|--|---|---|--|
| Meeting with disabled and other staff held on 12 <sup>th</sup> June 2009 | Single event followed by 2 weeks for further input after reflection | 25                          | 25                                     | 13   | 12   | 0   | 0   | No   |

\* = please note that if this number is very small, be wary as it is unlikely to provide you with representative/reliable data. If you would like further guidance on this, please contact the HR Business Partner (Equality & Diversity).

**4. If your evidence highlights that your service is having a significant negative impact on women/men, can this be justified?**

~~YES please give details below. You will need to refer to the guidance note if you have selected this answer as it is very unlikely that any policy or service can be justified which is having a significant and disproportionately negative impact on women/men.~~

~~NO please go to question 5a.~~

Not applicable.

**5a. If you have identified disproportionate satisfaction or under usage - Identify any barriers or issues which you think may be preventing women/men from accessing your service and/or causing higher levels of dissatisfaction. How could these barriers be removed?**

| Possible barrier/issue | Suggested solution |
|------------------------|--------------------|
| None                   |                    |
|                        |                    |
|                        |                    |
|                        |                    |
|                        |                    |

**Other evidence sources to consider:**

**5b. EXTERNAL EVIDENCE**

What experience do women and men have in other parts of the country when using the same service as the one you provide? Have organisations identified any common gender related barriers or issues which make it more difficult for men or women to use services similar to the one you provide? Are these relevant to the accessibility of your own service?

| Supporting external evidence                     | Potential issue/barrier   | Is this likely to be an issue/barrier for your service? |   | Suggested solution(s) for your service (if necessary) |
|--|---|---|---|---|
|  |   | ✓ / X   | Explanation/details   |   |
| <i>e.g. national report</i>                      | None identified   |   |   |   |
| <i>e.g. EIA from another district council</i>    | From internet search of councils, there is some evidence, although not consistently so, that more men than women take grievance action when females make up the greater percentage of employees | X   | Broadly, as most public bodies monitor only cases that go to the formal grievance stage, the number of cases in individual bodies is small and is therefore, not likely to give statistically valid evidence.<br><br>However, of those bodies researched, none identified differential impacts. This included those that had identified a higher percentage of white British males raising grievances. This was taken as demonstrating no differential impact and no comment was made about the possibility that this could have been due to females and BME employees being less likely to/less confident to raise grievances. |   |
| <i>e.g. research by another district council</i> | None identified.  |   |   |   |

### 5C. ANECDOTAL EVIDENCE FROM COLLEAGUES

Are your colleagues aware of any barriers which may be preventing men or women from accessing your service and/or causing higher levels of dissatisfaction? What could be done to make things better?

| Possible issue/barrier limiting access to your service | Suggested solution |
|--|--------------------|
| None   |                    |
|  |                    |

### 6. Formally consult on your EIA findings (*you must contact the HR Business Partner (Equality & Diversity) before commencing with this stage*)

Who did you consult with?

Male and female employees

What feedback did you receive and how will you address it?

| Feedback received       | How it will be addressed |
|-------------------------|--------------------------|
| None relevant to gender |                          |

### 7. Turn your solutions into action by completing the gender section of the action plan, at the back of the paperwork.

# EIA Worksheets

## ADDITIONAL GROUPS TO CONSIDER:

- people of different beliefs and/or religions
- gay, lesbian, bisexual and transgender people
- older and younger people – people of different age groups
- people with carer responsibilities
- people living in rural/urban communities

**1. Do you have any evidence which indicates that one of the groups above is significantly and disproportionately under using your service/highly dissatisfied with your service? If so, please give details below.**

The council does not currently monitor its employees for religion or belief or sexual orientation. Neither does it monitor the equality profile of those who use the grievance policy. Such monitoring is being introduced but, pending the outcomes of future monitoring, there is no such evidence.

| Group | Evidence |
|-------|----------|
|       |          |

**2. Can you think of any barriers which may be causing this disproportionate and significant under usage/dissatisfaction? If so, please list them below, along with suggested solutions**

| Group | Possible barrier/issue | Suggested solution |
|-------|------------------------|--------------------|
|       |                        |                    |

**3. Consult with your colleagues on your findings –are they correct? Please give details of the consultation feedback you’ve receive below**

**4. Turn your solutions into action by completing the ‘additional groups section of the action plan, at the back of the paperwork**

# EIA action plan

## ETHNICITY

| <b>Action number</b> | <b>Action</b>  | <b>Outcome</b>  | <b>Performance measure</b>   | <b>Service / corporate action?</b> | <b>Completion date (quarter/year)</b> |
|----------------------|--|---|--|------------------------------------|---------------------------------------|
| 1                    | Introduce ethnic monitoring of those who use the grievance policy.   | Increased knowledge/evidence of whether or not there are differential impacts               | Over (say) a 5 year cycle, incidence of grievance action should reflect the equality profile of total staff. | Human Resources                    | July 2009                             |
| 2                    | Ensure greater awareness of support in applying the policy to those who do not speak English well.   | Improved 'access' to the policy'  | No complaints of inaccessibility from BME staff to use the policy.   | Human Resources                    | June 2009                             |
| 3.                   | Produce the policy in plain, easy to read language, where necessary, testing it on an employee who does not have English as their first language | Better understanding of the policy by those who do not have English as their first language | No complaints of lack of understanding from BME staff who use the policy.                                    | Human Resources                    | July 2009 and ongoing                 |

## DISABILITY

| <b>Action number</b> | <b>Action</b>  | <b>Outcome</b>  | <b>Performance measure</b>   | <b>Service / corporate action?</b> | <b>Completion date (quarter/year)</b> |
|----------------------|--|---|--|------------------------------------|---------------------------------------|
| 1                    | Introduce disability monitoring of those who use the grievance policy.   | Increased knowledge/evidence of whether or not there are differential impacts | Over (say) a 5 year cycle, incidence of grievance action should reflect the equality profile of total staff. | Corporate                          | July 2009                             |
| 2                    | Ensure greater awareness of support in applying the policy to those who are blind or partially sighted or deaf | Improved 'access' to the policy'  | No complaints of inaccessibility from disabled staff who use the policy.                                     | Human Resources                    | June 2009                             |

## GENDER

| <b>Action number</b> | <b>Action</b>  | <b>Outcome</b>  | <b>Performance measure</b>   | <b>Service / corporate action?</b> | <b>Completion date (quarter/year)</b> |
|----------------------|--|---|--|------------------------------------|---------------------------------------|
| 1                    | Introduce gender monitoring of those who use the grievance policy. | Increased knowledge/evidence of whether or not there are differential impacts | Over a 5 year cycle, incidence of grievance action should reflect the equality profile of total staff. | Human Resources                    | July 2009                             |

ADDITIONAL GROUPS

| Action number | Action  | Outcome   | Performance measure  | Service / corporate action? | Completion date (quarter/year) |
|---------------|---|---|--|-----------------------------|--------------------------------|
| 1.            | Introduce monitoring by religion or belief, sexuality and age of those who use the grievance policy | Increased knowledge/evidence of whether or not there are differential impacts | Over (say) a 5 year cycle, incidence of grievance action should reflect the equality profile of total staff. | Human Resources             |                                |
|               |   |   |  |                             |                                |