

The Equality Impact Assessment (EIA) Guidance and Glossary explain how to complete this form.

Please complete the form below. Where the term 'item' is used in this document it includes policy, service, process, function, project and strategy.

Section I: Screening

Part A: Item Details				
1	Department/School/Institute	Library Services		
2	What is the type of the item undergoing assessment?	Policy <input type="checkbox"/>	Procedure <input type="checkbox"/> Function <input type="checkbox"/>	Service <input type="checkbox"/> Other <input checked="" type="checkbox"/> (Specify) Reorganisation
3	Name of item	Reorganisation of Library Public Services team		
4	Reference Code (if any)	N/A		
5	Is the item existing, new or an amendment?	Existing <input type="checkbox"/>	Amendment <input type="checkbox"/>	New <input checked="" type="checkbox"/>
6	Aims and purpose of item:			
	<p>To reorganise the Library Public Services team in order to better meet current and emerging patterns of demands</p> <ul style="list-style-type: none"> • Deliver cost saving targets • Ensure core demand periods are covered robustly • Achieve better balance in staff workloads • Achieve some increase to opening hours • Ensure staff are well trained & motivated 			

Part B: Screening			
1 Will the item impact directly or indirectly on any of the following impact groups:			
Students <input checked="" type="checkbox"/>	Staff <input checked="" type="checkbox"/>	Visitors <input checked="" type="checkbox"/>	Suppliers <input type="checkbox"/>
Organisational Partners <input type="checkbox"/>	Others <input type="checkbox"/> (please specify)		
<p>Please give details for choices made above and provide any evidence</p> <p>All members of library staff currently working in the Public Services team will be directly affected by the reorganisation. The reorganisation affects the working hours and patterns of working for all staff. There is also the potential for redundancies.</p> <p>All students, members of staff and visitors to QM are potential users of the library service. The staffing model developed for Public Services impacts directly on our opening hours. One of the aims is to achieve an overall increase in Library opening hours. Library users are also affected by the level of training, skills and knowledge of the workforce on duty during our opening hours.</p>			
2 Does or could the item have an adverse effect, directly or indirectly on members of an equality			

Part B: Screening

group – Age, Disability, Gender, Race, Religion/Belief, Sexual Orientation, Gender Reassignment, Pregnancy/Maternity? (please give details)

Yes - changes to working pattern and working hours clearly impact on all members of the Public Services team. Key groups identified that could be adversely affected are all those with commitments outside of their library job. In particular, any change to the working patterns and working hours are likely to affect:

- a) people in full time or part time education who work in the library to support their studies
- b) people in full time or part time employment either at QM or another organisation who consider their work in the library to be their 2nd job
- c) people with family commitments, either young children or other dependents
- d) people of different faith groups

Any of the above groups may have greater difficulty in changing their working pattern than other library colleagues. In some cases the alternative working pattern may be accommodated with some adjustments. In other cases the new posts available may not fit in with other commitments and responsibilities.

3 Could the item have a significant positive impact on equality by reducing inequalities that already exist? (please give details)

Yes - Increased skills sets and opportunities for promotion

Staff covering opening hours during evenings and weekends will have more regular contact with their line manager and other library colleagues. Part-time positions are often held by female staff and staff with carer responsibilities. They will have more opportunities to attend staff meetings within their normal contract hours. Both these changes are part of our aim to improve communication as was identified as issue in qmul staff survey. Part time staff will also have improved training and development opportunities. Impact of previous contracts resulted in lack of staff development and potentially career progression for staff particularly on weekend and evening contracts. Learning Institute do not provide training courses during their work hours and difficult to arrange in house training at weekend and during evenings without staff cover. The new contracts and work hours improve development prospects for part time workers. Improved career opportunities could remedy under representation of female staff at more senior levels in QM.

Yes - Increasing the % of permanent contracts and reducing the number of multiple contracts.

With very small contracts and lack of robust cover from other areas of the team the public Services team tends to have an higher proportion of staff on fixed term contracts which are organised quickly to provide service cover. In addition, some staff find it necessary to take on 2 or even 3 small contracts to create a post that provides enough income for them. The reorganisation should increase % of permanent appointments and reduce the need for short term emergency cover arrangements by building in more opportunity cover. Although there are still a high proportion of part time posts they are generally more substantial and provide a reasonable part time salary without the need to maintain 2 or 3 separate contracts.

Part B: Screening

Yes - Making our services more accessible to International Students and Postgraduates. Changes to the opening hours overall are targeting periods of known demand from our student body and in particular demand from international students and postgraduates (both taught and research). An impact on International students and Postgraduates is likely to represent an impact on different nationality, faith and ethnicity groups.

a) 8am opening at Mile End

b) Longer opening until 7.30pm during the Christmas and Summer Vacation

c) Ability to guarantee opening over the long Easter bank holiday weekend

Changes to Easter opening hours brings our service into line with the needs of students not celebrating Easter.



In addition, staffing levels will be brought more into line with core periods of use. Therefore, all library users should benefit from more staff being available when they are needed. This will particularly benefit the busy early evening period from 5pm - 8pm as staffing levels in the library will be reduced gradually.

4 Should a full impact assessment be carried out? YES NO

Please provide justification for answer to the above

To demonstrate action taken to ensure equal treatment for all staff during the reorganisation process. To demonstrate that where possible adjustment has been made to meet individual requirements and enable workforce to take up a position in the new structure.

Part C: Details of Assessor Completing Form

1 Name	Emma Bull	2 Phone number	020 7882 7385
3 e-mail address	e.j.bull@qmul.ac.uk		
4 Signature		5 Date of signature	19/09/2011
6 Name of Head of School/Department Emma Bull	7 Signature of Head of School/Department		

Next Step:

- (i) If you need to carry out a full impact assessment, please read Section 2 of the guidance (page 7) and complete Section 2 of this form below.
- (ii) If you do **not** need to carry out a full impact assessment:
- Are there any further steps you can take to promote equal opportunities and eliminate discrimination?
 - Arrange for the proper approval authority to “sign-off” a statement (usually Head of School, Department or Institute), supported by the evidence of this screening EIA that the policy isn’t “relevant to Equality & Diversity” or does not have any negative impacts
 - Set a review date in three years’ time.
 - File the screening report and associated documentation and email a copy to the College’s Diversity Specialist, Bertille Calinaud at b.calinaud@qmul.ac.uk

Section 2: Full Equalities Impact Assessment

Full EIA

1 What data has been examined in order to form a judgement about the impact of the item on protected characteristics? Are there any gaps in the available data?

HR data indicating the age, gender, faith, disability and ethnicity of staff working in library public services.

HR data indicating part time and fixed term nature of posts in library public services.

Feedback and comments from library staff and union reps to the formal consultation on the Reorganisation of Library Public Services

Feedback and comments from student union reps around the proposed changes to opening hours

2 What methods of consultation/involvement have been employed to ensure full information sharing and participation?

Assistant Director Service Delivery consulted informally for 9 months with Public Services Managers to prepare the staffing model that formed the final formal proposal.

Reorganisation was mentioned at staff briefings in February and in May at my staff briefings

30 day formal consultation period as required by HR code of practice for staff reorganisations

Discussions with Student Union representatives over recent years.

Feedback received from students and other library users through recent library surveys, NSS surveys and Library User Forum meetings.

3 What steps were taken to ensure that involvement in the engagement process was far-reaching?

Distribution of consultation paper by email and in print to all members of library staff.

Six staff briefing sessions to launch the consultation process across sites and times of day.

Six Q&A session held during the consultation period.

Background data was made available to all staff on shared work space.

Special editions of the library "In-the-Loop" news letter.

Distribution of news letter and all documentation to home addresses for staff not at work.

Distribution of emails to staff "personal" email addresses where given.

Series of meetings with staff who were not in work during the consultation period.

Creation of Library Consultation email mail box for staff to submit questions, comments and feedback.

Email mail box checked through out the consultation period and quick answers given where possible.

Contact details for HR representative made available so specific HR questions could be asked directly by any member of staff.

Distribution of proposed new opening hours to student union representatives

Student Union president sought feedback on proposed opening hours from course reps

4 What are the results of the consultation/involvement? How are these fed back into the process?

Full EIA

A number of alterations to the staffing model have been introduced following the consultation. An outcome and response to feedback document has been prepared for circulation to all staff. Positive feedback from student reps regarding proposed changes to opening hours and one useful suggestion that needs further investigation.

5 Explain the likely differential impact (whether intended or unintended, positive or negative) of the item on individual service users.

Changes to working pattern and working hours clearly impact on all members of the Public Services team. Key groups identified that could be adversely affected are all those with commitments outside of their library job. In particular, any change to the working patterns and working hours are likely to affect:

- a) people in full time or part time education who work in the library to support their studies
- b) people in full time or part time employment either at QM or another organisation who consider their work in the library to be their 2nd job. Part-time staff are often women or those with carer responsibilities.
- c) people with family commitments, either young children or other dependents many of whom will be women
- d) people of different faith groups as working patterns need to be aligned with their faith commitments where possible.

We have an awareness that people affected by the changes in working patterns in this way fall within relevant equality groups. Any of the above groups may have greater difficulty in changing their working pattern than other library colleagues. In some cases the alternative working pattern may be accommodated with some adjustments. In other cases the new posts available may not fit in with other commitments and responsibilities

6 Is the item directly or indirectly discriminatory?

It is not directly discriminatory. There may be a variety of impacts which would fall disproportionately on staff from particular protected groups, however steps are to be taken to avoid or ameliorate the impact.

We will hold 121 meetings with all staff affected ahead of any selection process. Everyone will be asked to express an interest in the posts available and also to explain why some posts may be unsuitable for them giving their personal circumstances.

All staff with other commitments including children, dependents, people with other part time jobs and students will be able to inform us which of the posts might best suit their circumstances.

All staff from different faith groups can identify any posts that they would not be able to accept on faith grounds.

Whenever possible we will aim to offer people a post that they are able to accept or we will consider making adjustments to the posts being offered, if possible, whilst still meeting the business need.

7 Are there any barriers that may inhibit access to the service or benefits of the item?

Full EIA

8 Explain how the item is intended to increase equality of opportunity.

1. Improve staff communication

Staff covering opening hours during evenings and weekends will have more regular contact with their line manager and other library colleagues. They will have more opportunities to attend staff meetings within their normal contract hours. Both these changes are part of our aim to improve communication as was identified as issue in qmul staff survey. Part-time workforce currently under-represented in staff meetings.

2. Improve access to staff development

Staff available during evenings and weekends will also have improved training and development opportunities. Impact of previous contracts resulted in lack of staff development and potentially career progression for staff on weekend and evening contracts. Learning Institute do not provide training courses during their work hours and difficult to arrange in house training at weekend and during evenings without staff cover. The new contracts and work hours improve development prospects for part time workers. Part-time workforce currently have greater difficulty accessing training and development opportunities.

3. Reduce use of temporary fixed term contracts

We sometimes have to replace staff very quickly to ensure opening hours can be retained and this can lead to us using temporary fixed term contracts to get staff in post as quickly as possible. The alterations to the staffing model should mean that the team is able to cover for short vacancy periods more easily by reallocating staff resources across sites and across service points. A key element of the plan is that all public services staff will be multi-skilled to work anywhere and this could significantly impact on our need to use temporary contract arrangements to plug gaps. This should mean that more of the staff employed by the library have the full benefit and security offered through permanent contract arrangements.

4. Improved service for students and staff

- Already have extensive opening hours of service much longer than most other prof services departments
- Extension of opening hours earlier in day
- Extension of hours at the weekend
- Extension of hours at Xmas vac and easter weekend specific request from SU to support international students who do not always return home for the holidays
- Extension of hours summer vac to support PGRs
- Additional weekend opening to support students during moving in and week 0
- Regularising evening closing times at Whitechapel easier for users to remember opening hours pattern and support late evening study on a Friday.

All the changes proposed have been brought to our attention by Library Users and Student Representatives and important developments for improving access to library services.

5. Financial stability

Meeting the financial savings required by college contributes to future success of QM. Not meeting cost savings now could put more jobs at risk down the line.

9 Explain how the item is likely to promote good relations between different groups.

Full EIA

Improve team relations

The current split of posts between the 'Reception Team' and 'Public Services' team will be removed as part of the reorganisation. All staff will share the work of covering the various service points including the help zone, welcome desk and the HIVE. The increased expectation of cross site working is also aimed at reducing the 'them' and 'us' feelings between staff working at different sites. There has recently been some unsavoury exchanges of comments between different sections of Public Services around workload, effort and commitment.

Improve staff communication

Staff available during evenings and weekends will have regular contact with line manager and will have more opportunities to attend staff meetings within their normal contract hours. Aim to improve communication as this was identified as issue in qmul staff survey.

Improve access to staff development and prospects

Staff available during evenings and weekends will also have improved training and development opportunities. Impact of previous contracts resulted in lack of staff development and potentially career progression for staff on weekend and evening contracts. Learning Institute do not provide training courses during their work hours and difficult to arrange in house training at weekend and during evenings without staff cover. The new contracts and work hours improve development prospects for part time workers.

10 How will the implementation of the item be monitored and by whom?

HR and Redundancy Committee

11 What can be done to improve the item in order to reduce or remove any adverse impact or effects identified?

1. Already ensured the formal consultation went ahead as soon as possible to allow library staff the opportunity to apply for the college ERVS scheme. As at 26th August 13 members of staff has formally put an application forward. So far 4 rejected, 7 accepted and 2 awaiting a decision. If all 7 staff leave through ERVS then potential for compulsory redundancy amongst remaining staff is significantly reduced.
2. Already ensured that recent vacancies that have arisen have been kept vacant to provide some internal deployment options if necessary.
3. Am committed to taking personal circumstances and availability of individual staff members into account when assigning staff to the different posts wherever possible. However, the posts have been designed to meet a business need and it will not always be possible to alter posts to specifically suit current employees.
4. Am committed to working through redeployment options with staff that are made redundant as part of the reorganisation.

12 Complete Action Plan Form

Next Steps

- Arrange for the proper approval authority to “sign-off” the report.
- File the report and associated documentation and email a copy to the College’s Diversity Specialist, Bertille Calinaud, at b.calinaud@qmul.ac.uk


Equalities Impact Assessment Action Plan

Impact Identified	Action Identified	Timescale	Resources Required	Performance Indicators	Action Owner	Review Date
Changes in working patterns, working hours and work location impact on staff with other commitments e.g. education, other employment, children, dependents	121 meetings to discuss preferences and explore which posts best meet requirements	Hold meetings in the 2 -3 weeks immediately following the Redundancy Committee	Time resources of June Hayles and Emma Bull. Time resources of two HR consultants	All meetings are arranged and completed in the given time frame. Staff feedback indicates the meetings have been useful..	Emma Bull, Director of Library Services	31 st October 2011
Changes in working patterns, working hours and work location impact on staff with other personal requirements related to faith, disability, ethnicity etc.	121 meetings to discuss preferences and explore which posts best meet requirements	Hold meetings in the 2 -3 weeks immediately following the Redundancy Committee	Time resources of June Hayles and Emma Bull. Time resources of two HR consultants	All meetings are arranged and completed in the given time frame. Staff feedback indicates the meetings have been useful.	Emma Bull, Director of Library Services	31 st October 2011
Selection process - Staff will be required to complete supporting statements and might be interviewed as part of the selection process.	Provide support through appropriate training sessions and workshops (attendance not compulsory)	Sessions provided in September and October and repeated	Time resources of staff attending sessions. Cost of paying for training from UoL Careers Service. Cost of paying for staff to attend if session is outside normal hours. Any additional cover requirement to release staff from their normal duties.	The number of staff that choose to attend these sessions. Staff feedback indicates the workshops have been useful.	Marie Montague, Assistant Director Business Support	31 st October 2011

Equalities Impact Assessment Action Plan

Selection process - Staff will have questions about how the reorganisation affects them.	Provide support through HR drop-in sessions	Session dates 23 rd and 26 th Sept.	Time resources of HR providing the sessions.	The number of staff that choose to attend these sessions. Staff feedback indicates the sessions have been useful.	Mary Smith, HR consultant	30 th September 2011
Selection process – potential for staff redundancies	Ensure any vacant posts in the structure are advertised internally for PS team only to reduce redundancies	October - December	Time resources of Library Staff required to coordinate interviews.	The number of staff either promoted or successfully redeployed through this process. The number of redundancies in the final outcome.	Emma Bull, Director of Library Services	1 st December 2011
Positive impact for students identified, particularly on access to services by International and PG students.	Implement new opening hours	From January 2012	As stated in new structure	Feedback from students in forthcoming surveys and at Library User Forum	June Hayles, Assistant Director Service Delivery	1 st February 2012
Positive impact for staff identified, particularly on communication, staff development and promotion opportunities	Identify new line manager and begin 121 meetings	By January 2012	Time resources of June Hayles to consult with Team Leaders	Development and distribution on new organisation chart.	June Hayles, Assistant Director Service Delivery	1 st February 2012
	Develop regular pattern of staff meetings for PS team. Develop training and familiarization programme for PS staff to become familiar with all sites and any new requirements of their post.	From January 2012 January – Sept 2012			Evidence from Team Leaders that 121 meetings are taking place.	

Equalities Impact Assessment Action Plan

Details of Assessor Completing Form					
1	Name	Emma Bull	2	Phone number	X7385
3	e-mail address	e.j.bull@qmul.ac.uk			
4	Signature		5	Date of signature	19/09/2011