



THE UNIVERSITY *of* EDINBURGH

Equality Impact Assessment Template

If you require this template in an alternative format, such as large print or a coloured background please contact HRHelpline@ed.ac.uk.

You'll find it useful, before filling in this assessment template, to complete the online course:

[Introducing Equality Impact Assessment](#)

This template is designed to be used alongside the:

EqlA [Guidance and Checklist](#)

EqlA [Policy Statement](#)

EqlA covers policies, functions, practices and activities, including decisions and the delivery of services, but will be referred to as 'policy/practice' hereinafter.

A. Key Information	
Policy/practice name:	HR Improvement project
General background/aims of policy/practice:	<p>A two-year improvement plan has been developed for our Finance, HR and Research processes underpinned by People and Money, guided by the feedback we have received from the wider University community. The HR Improvement plan seeks to address the prioritised items outlined below in the first instance.</p> <ol style="list-style-type: none">1. WP1 - Improved training and engagement2. WP2 - Recruitment3. WP3 - Onboarding4. WP4 - Service Requests5. WP5 - Alerts and Notifications6. WP6 - Personal Data Maintenance and Document storage
School/Dept:	Human Resources
Assessed by: (name & job title)	Morag Easton – Head of HR Process Improvement
Sign off by: (name & job title)	
Sign off date:	
Review date:	November 2025

B. Reason for EqIA	(check one)
New policy/ practice is proposed	<input type="checkbox"/>
Change to existing policy/practice is proposed	<input type="checkbox"/>
Other (describe in Section D below)	<input checked="" type="checkbox"/>

C. Who will most impacted by this proposal?

Consider carefully how your proposal will impact both positively and negatively on people from different groups.

Consider the 9 protected characteristics as below in your proposal. There may be other identity characteristics that you wish to also include in your impact assessment. It is expected that you will consider all equality groups for impact. Please indicate below (with a tick) which groups you feel will be most affected by your proposal.

Age	<input type="checkbox"/>	Race (including ethnicity and nationality)	<input type="checkbox"/>	Marriage and civil partnership¹	<input type="checkbox"/>
Disability	<input type="checkbox"/>	Religion or belief (including no religion or belief)	<input type="checkbox"/>	Sex	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	Pregnancy and maternity	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Other characteristics	<input type="checkbox"/>				

D. Consideration of Impact

Show your considerations of how all of the above protected characteristics may be impacted. The following prompts will help you to reflect:

- What information and evidence do I have about the needs of relevant equality groups – is this sufficient to fully assess impact?
- Could this policy/practice lead to discrimination (direct or indirect), harassment, victimisation, or create barriers or less favourable treatment for particular groups and how can you mitigate any negative impacts?

¹ Note: only the duty to eliminate discrimination applied to marriage and civil partnership. There is no need to have regard to advancing equality or opportunity or fostering good relations in this respect.

- Does this policy/practice contribute to advancing equality of opportunity and fostering good relations?
- How can communication of the policy/practice be made accessible to all relevant groups?

Impact: It is not anticipated that any one or more protected characteristic group(s) will be negatively impacted by these changes, although this will be monitored throughout the duration of the project.

There are expected particular positive impacts for disabled/neurodiverse staff as our systems and screens become clearer and more streamlined.

This project will deliver improved user experience of specific existing HR end-to-end processes underpinned by the People and Money system. This will include the introduction of new functionality such as the replacement of some screens (onboarding and offboarding checklists) with others (Journeys) which will enable:

- Improved and more intuitive user experience
- Increased efficiency and effectiveness: tasks should be quicker and easier to do e.g. faster page speeds, fewer clicks, and (for Journeys) all displayed in one area
- Enhanced data quality and consistency
- Increased process standardisation and/or simplification
- Improved accessibility with greater conformance to accessibility standards

In addition, the project will provide comprehensive training and engagement on HR processes, systems, and ways of working, ensuring that all employees and managers are proficient in using HR systems (People and Money, SharePoint) and understand relevant HR policies and procedures.

We will streamline the recruitment process, including local practices, making it efficient and user-friendly for candidates and hiring managers. Ensure that all recruiting staff understand and confidently fulfil their roles and responsibilities, resulting in a positive experience for all stakeholders. This will in turn support the University's strategic goal of attracting and retaining a talented, diverse workforce by enhancing the recruitment process to reflect best practices in diversity, equity, and inclusion.

We will enhance the existing management of personal data and document storage within the University, aligning with university retention schedules and strategic priorities. The primary focus areas include improving data quality (including EDI data), clarify document storage processes, ensure appropriate levels of user access and data handling and enhancing the user experience.

We will be engaging throughout with user groups to user-test any system changes to ensure they continue to be accessible to our communities, particularly in relation disability accessibility (including neurodiversity).

A robust communication plan for employees, line managers and local and central HR teams will be put in place. We have senior leadership through the HR Executive and HR

Project Board and oversight from the Finance, HR and Research process and System Implementation Board.

E. Equality Impact Assessment Outcome Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision.	(check one)
Outcome 1: No change required – the assessment is that the policy/practice is/will be robust.	<input checked="" type="checkbox"/>
Outcome 2: Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.	<input type="checkbox"/>
Outcome 3: Continue the policy or practice despite the potential for adverse impact, and which can be justified.	<input type="checkbox"/>
Outcome 4: Stop the policy or practice as there are adverse effects which cannot be prevented/mitigated/or justified.	<input type="checkbox"/>

F. Action and Monitoring

Describe any actions you will take to address the findings of this EqIA.

- How can I involve equality groups or communities in the ongoing monitoring, review and potential future development, of this policy/practice?

Describe how the policy/practice will be monitored going forward, to ensure that impact is frequently reviewed. Make sure you add a review date in Section A above.

We will be engaging throughout with nominated user groups (one per College/ Professional Services Group). We will user-test any system changes to ensure they continue to be accessible to our communities, particularly in relation disability accessibility (including neurodiversity). We will monitor the changes throughout the project.

G. Publish

Send your completed EqIA to the HR EDI team (equalitydiversity@ed.ac.uk) to published, and keep a copy for your own records.