

Sector impact assessment form

Name of policy/initiative/project	Admin review (internal policy)
1. What are the aims of this policy/initiative/project?	The project aims to review and identify the likely admin support needs within HEFCE's institutional and policy teams. It also asks HEFCE Directors to optimise the Council's ability to deliver the success criteria for organisational development.
2. At what stage of the development process is this SIA being undertaken?	Prior to implementation
3. Do existing data sources enable us to provide evidence of impact? If not, how should we best gather evidence?	The human resources database records the diversity of existing post holders. We also maintain a pool of data on previous recruitment. Between them these two data sources will provide evidence of the project's impact.
Regulatory impact assessment	
4. Will this policy/initiative/project require HEFCE to pay for or carry out additional work in the context of what it would already be expected to have in place, both now and when the policy has been implemented?	<p>The current proposals will not require expenditure above budgeted salaries. We may require additional resource, but this won't be known until the evaluation stage.</p> <p>Advertising externally through media such as radio, rather than internally only, will maximise chance of a diverse candidate pool particularly with regard to gender.</p>
5. If so, do the benefits of doing this to the delivery of HEFCE strategy outweigh what we are doing? If yes please describe the benefits	The benefits are to attract the best candidates who are able to provide the skills required and prove successful in post, and to optimise the diversity of our workforce
6. How have you arrived at this judgement? Please refer to the results of consultation and other supporting evidence.	The review process included individual meetings with administrators, managers, and other stakeholders; workshops; questionnaires; and the consultation responses. Out of this review process we agreed a new structure for administrative support. Management put forward and agreed the implementation process. But the current administrators preferred an internal-only advertising approach. External advertising was determined as being the best way to fill all the posts available as quickly as possible, from a potentially more diverse candidate pool than currently exists internally.
Equality and diversity	
7. Which individuals or groups are likely to be affected by this policy/initiative/project?	This affects administrators, who are predominantly white and female. It also affects managers in institutional and policy teams, and Directors.
8. What is the likely impact on these groups (is it positive, negative or neutral)? How have you arrived at this judgement?	<p>On the positive side, the agreed proposal of advertising externally, at the same time as internally, will optimise our ability to attract a diverse and highly skilled candidate pool. Internal candidates with the necessary skills will be strong candidates within this pool.</p> <p>On the negative side, there is a perception that some of the existing post holders are carrying out roles similar to those being advertised, and that internal-only advertising should have been carried out in the first instance.</p>

<p>9. If negative, what actions have been taken to mitigate the effect?</p>	<p>We have created new posts at three different pay bands (4, 5/6, and 7). Some of the duties associated with these posts overlap with the duties of existing post holders. But the expectations of the posts at pay band 5/6 and 7 are much higher than are expected of the current post holders in their current roles. For this reason we have decided that we need to advertise internally and externally.</p> <p>The posts of most existing post holders are Team Administrator posts, and some of these include support to Associate Directors, Regional Consultants and Heads of Policy. They are evaluated at pay band 4. One post holder is working to a Director and Head of Finance and this post is also evaluated at pay band 4. The post holders performance is assessed against expectations appropriate to pay band 4.</p> <p>To ensure the intentions of the review are explicit and that all those affected understand its purpose we consulted with all those affected, including the existing post holders. This consultation covered the proposal to advertise externally at the same time as internally. All proposals were agreed by the Chief Executive's Group in order to maximise HEFCE's ability to fill all of these posts as quickly and efficiently as possible, given there are more posts than existing affected post holders. External advertising, through previously little-tested media such as radio, will provide the opportunity to optimise the diversity and quality of our candidate pool.</p> <p>The existing post holders are guaranteed a post as Team Administrator at pay band 4. They are all encouraged, if they wish, to apply for the higher-level posts, and will all be supported through interview skills coaching and/or other coaching if required.</p> <p>The review has therefore put in place development and progression routes for staff to progress from Team Administrator to Higher Education Policy Adviser, or alternatively to Personal Assistant or Executive Assistant.</p>
<p>10. Can this policy/initiative/project be used to ensure and promote both equality and diversity? If so, how?</p>	<p>The external advertising, including media such as radio, may promote equality and diversity by reaching a more diverse candidate pool. We can also take appropriate positive action to encourage candidates to apply from minority or under-represented groups.</p> <p>The review has proactively included existing administrative staff and we have consulted on the proposals throughout the organisation, including the union.</p> <p>As a result of the review, progression routes and career paths now exist which were not available previously.</p>

Sustainable development	
11. What is the likely impact of this policy/ initiative/project on sustainable development? Is it positive, negative or neutral? How have you arrived at this judgement?	The initial costs, including external advertising, are likely to be high. We expect that this initial investment will, however, deliver high-quality post holders, and longer-term career paths for new and existing employees. The anticipated result is initially a diverse high-quality candidate pool which will ultimately contribute to the quality and diversity of HEFCE workforce.
12. If negative, what actions have been taken to mitigate the impact?	We do not anticipate any negative impact on sustainable development.
13. How can this policy/initiative/project be used to create opportunities to support sustainable development? Please indicate how you have exploited these opportunities or why you have been unable to do so.	The holders of the new posts will be expected to implement HEFCE policies and procedures which relate to sustainable development. The new arrangements should ensure better use of current resources in terms of coordinating administrative cover within the organisation, and reducing the use of agency staff. They should also enhance organisation and planning in the Council, encouraging sustainable forms of travel and increased use of sustainable communication. Through using radio as a media for advertising, we will also be raising awareness of HEFCE in the local community.

Certification by Director

This is a fair assessment of the impact of this policy/initiative/project on the HE sector, taking into account the regulatory burden imposed. The policy/initiative/project has been appropriately designed to meet our equality obligations and promote equality and diversity and sustainable development. This assessment is ready for publication.



Signed

Date 16 January 2009

Summary

The agreed proposal of advertising externally, at the same time as internally, will optimise our ability to attract a diverse and highly skilled candidate pool. Use of previously little-tested media such as radio, may help to attract a more diverse range of candidates. Internal candidates with the necessary skills will be strong candidates within this pool, which will ultimately contribute to the quality and diversity of the HEFCE workforce.

The review creates several new roles, including Personal Assistant and Executive Assistant. All of the new posts, particularly the Personal Assistant and Executive Assistant posts, will be expected to contribute proactively to the sustainable development of the Council. We envisage that the new arrangements will do this through consistent application of Council processes (such as travel and hotel bookings, and a more focused approach to coordination of administrative support and cover arrangements, reducing the use of agency staff). The agreed proposals will also place an increased focus on the Council's carbon footprint. They will encourage a more sustainable approach to travel and planning, increased use of public transport, and use of video and telephone conferencing facilities.

The review puts in place development and progression routes or career paths which enable staff to progress from Team Administrator to Higher Education Policy Adviser, or alternatively to Personal Assistant or Executive Assistant.

There is a perception that some of the existing post holders are carrying out roles similar to those being advertised, and that internal only advertisement should have been carried out in the first instance.