

## Equity impact statements in change management at ANU

Equity impact statements are provided for each change management proposal to avoid possible unlawful indirect discrimination.

### 1. Rationale: The Varied Australian National University Enterprise Agreement 2005 – 2008

Clause 7 provides for the reading of the enterprise agreement in accordance with the anti-discrimination principles enunciated in the ANU Enterprise Agreement 2005-8 (EA). The principles in Cl 7 EA are applicable to clause 42 EA, managing change, and in particular they apply to the process, including the substance of a change management proposal.

### 2. Equity Impact Analysis

The following procedures embed the anti-discrimination principles into the processes of change management, through the application of an Equity Impact Analysis, thus enabling managers to incorporate non-discriminatory practices during change management.

Avoidance of indirect discrimination is necessary during the change management process. Indirect discrimination occurs when rules, employment practices and decisions are applied to people equally and appear to be neutral when the rule or practice significantly reduces the chance of members of some groups specified in human rights legislation, to obtain an employment opportunity. In this case, the employment opportunity can be the impacts on a person's career development, or their receiving a redundancy or redeployment. The following provides guidance to assess whether a seemingly neutral requirement is likely to be unlawful indirect discrimination.

Does the change management proposal have, or is it likely to have, a proportionally different/ worse impact on:

- Women as opposed to men?
- Men as opposed to women?
- People from different ethnic or ethno-religious backgrounds as opposed to people from other ethnic or ethno-religious backgrounds?
- Indigenous people as opposed to non-Indigenous people?
- People with a disability or illness as opposed to people who don't have a disability or illness?
- Homosexual men/lesbians as opposed to people who aren't gay?
- One age group as opposed to other age groups?

Factors that are taken into account when deciding whether rules, employment practices and decisions are reasonable in the circumstances include:

- a) the nature and extent of the disadvantage that is or would be imposed;
- b) the feasibility of overcoming or mitigating the disadvantage; and
- c) whether the disadvantage is proportionate to the result sought.

### 3. Procedures

Equity Impact Analysis requires the following actions by the officer responsible for the change management proposal and implementation. This information is included in a report as part of the change management proposal.

1. A report is prepared which provides an analysis of staff equity profile before the change process and the anticipated impact on the staff equity profile once the change has been implemented. Staff equity data can be obtained from Human Resources and Statistical Services. The staff equity profile includes:
  - Current representation of each equity group and levels.
  - Their anticipated representation after restructuring.
  - Impact on career development opportunities of staff from equity groups.
  - The percentage of women and other equity groups within:
    - senior positions
    - decision making processes

- contract staff
  - part-time staff
2. On the basis of this information and in relation to the change management proposal an assessment on the potential impact of redundancy/redeployment on members of each equity group is made.
  3. Where there appears to be a detrimental impact on any equity group the manager will seek advice from Human Resources and/or Senior Adviser Equity to review the change management proposal to minimize these unintended negative impacts on equity groups.
  4. A report on the analysis of staff equity profile after the change management process has concluded as outlined in point 1 is provided to Human Resources.

### ***Acknowledgements***

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