

Questions & Answers on organisation design and staffing matters

20 JANUARY 2016

These Q&As have been prepared to support the communications to all staff on 20th January. Whilst every effort has been made to provide accurate answers, this is an ongoing process subject to consultation and as such, some things may change.

If you have not received a communication, or have specific questions about your role or the process, please liaise with your manager or a member of your SMT.

Organisation design

Q1. I haven't received a communication. Where can I get a copy?

Each CRC is disseminating communications to staff either by email or letter. Please check your local intranet/communications channels for details or speak to your line manager.

Q2. What does it say?

It provides an update on the organisation design and structures specific to your CRC.

Q3. When will I find out if I have a job or not?

We are beginning the process of mapping and matching to new jobs from the week commencing 25th January. It is our intention to notify as many staff as possible on where they may sit in the new structure by Easter. Although the pace at which we can move to the new structures will reflect local circumstances and the introduction of new technology.

Q4. Have there been any changes to the structures as a result of feedback?

The proposed structures i.e. HQ, CRCs, business partner and PSC structures have largely remained the same. We have received positive feedback on the new structures with minimum changes being suggested. However, we have received significant feedback on the job descriptions, that are currently being updated and the CRC job descriptions will be circulated soon.

Job mapping & matching

Q5. How has the process of mapping and matching been designed?

The mapping and matching process builds upon best practice in probation and the wider public sector. It has been revised and updated in consultation with trade union representatives and CRC management.

Q6. How will mapping and matching take place?

Your local HR teams and managers will review substantive roles against future jobs in the new structures and determine the extent to which individuals will map or match across to new jobs based upon their job description and the work they are currently doing. The outcomes will be recorded on a standard form and will be shared with the trade unions as part of the consultation process.

Q7. What if I disagree with where my job has been mapped or matched or if it hasn't been mapped or matched?

In the first instance you would raise this with your line manager and the decision may then be reviewed with HR and an independent moderator if necessary.

Q8. Will I have the right to formally appeal against the outcome of selection?

Yes there will be an appeals process.

Q9. If I don't get a job and I am redundant will I be eligible for outplacement support?

Yes. There will be outplacement support.

Q10. If I work full-time and the new role is part-time is this classed as suitable alternative employment?

That will depend on the individual. Some staff may prefer to take reduced hours rather than redundancy, depending on personal circumstances.

Q11. What if I work part-time hours but get offered a full-time role?

If this situation arises, we will discuss it with the individual to seek preferences. We will always look to accommodate part-time working.

Q12. What if my current job description is not up to date?

It has not been deemed necessary to update all job descriptions prior to mapping and matching. This process will be based on your job description and what you do in your substantive role rather than what may be an out of date job description.

Q13. When will we see the job descriptions?

Updated job descriptions for the CRCs will be issued w/c 25th January. We are currently revising the PSC and business partner job descriptions following feedback and these will be issued in February.

Q14. Have the job descriptions changed?

So far, 20 job descriptions have been updated following feedback. Eight jobs in the current structure are seen as equivalent to jobs in the new structure and people will simply move across unless there are more people than jobs.

Q15. If I am in service delivery, who decides which pool I will be in for selection purposes?

If, further to the mapping and matching process you are in a pool for selection purposes, your line manager will discuss which pool you are in and/or the options open to you in mid February.

Q16. If I am in corporate services and/or administration (i.e. those likely to be mapped/matched to PSC and business partner jobs), who decides which pool I will be in for selection purposes?

As above although the timescales will be later in March.

Q17. How will selection take place?

The 'Organisational Change Policy and Procedure' outlines how selection will take place. In most cases this will be a paper based exercise. Other methods of selection may include interview and or assessment.

Q18. Will our appraisals be considered in the mapping/matching process?

Yes. Appraisals will be one of a number of factors being considered.

Q19. If we are not matched to a role - can we still apply for other jobs?

Yes you may. We will always endeavour to find suitable alternative employment.

Q20. For those facing redeployment, would we be eligible for jobs in other CRCs?

As part of the re-organisation we will review and share opportunities for individuals to move between CRCs.

Q21. If we were to move to a new role, would there be a probationary period?

No providing you are with the same employer. If the move is as a result of redeployment there will be a trial period of at least four weeks.

Q22. Can we register an interest to be considered for a transfer to another CRC?

The mapping and matching process is being delivered locally by each CRC. If there are any vacancies following local appointments then there may be opportunities to transfer. Please speak to your line manager if you wish to transfer to another CRC.

Pay & Terms

Q23. What pay protection will apply?

Pay protection will apply for three years.

Q24. If my job is evaluated at a lower band what protection will I be given?

In the event of someone's job being evaluated at a lower band, pay protection will apply.

Q25. Can I be mapped or matched to a higher or lower graded post?

People will be mapped/matched to posts normally of the same pay band. Exceptionally, if the post is one pay band higher than a member of staff is currently on then they will receive a higher salary. If the post is one pay band lower, then pay protection will apply. Staff will not be mapped or matched to jobs that are more than one pay band higher or lower than existing.

Q26. Will I be expected to travel to a new role and if so how far is reasonable?

That depends on the mobility clause in your contract and what is 'reasonable' in the circumstances. This is likely to be subject to local variations and will be subject to local consultation with unions.

Q27. Will we have to sign new contracts?

Generally no but where employees are appointed to HQ jobs or apply for a new role at Interserve or a PSC then new contracts would be likely to apply.

Q28. If you are a business partner, can you still claim for travel expenses (e.g. especially when covering rural areas)?

There are no plans to change - existing local arrangements will apply.

Q29. What will happen to car allowances and mileage?

There are no plans to change - existing local arrangements will apply.

Redundancy

Q30. What if I don't wish to take a job? Can I just take redundancy?

We are taking a proactive approach in appointing staff to jobs in the new structure and will work hard to find suitable alternative jobs in the CRCs, the PSC or Interserve for those without jobs. It is our intention to minimise redundancies.

Q31. What if I don't want to do the job that you consider is suitable alternative employment?

If the job genuinely represents suitable alternative employment this would not be a redundancy situation and if you didn't take that job it would mean resigning.

Q32. When can I put my name forward for voluntary redundancy?

We will not be offering voluntary redundancy. We want to appoint as many people to jobs as possible and also want to retain the skills and experience of staff. If following the mapping and matching and selection processes staff find that they have not secured a position in the new structure, they will be given an opportunity to take an enhanced compulsory redundancy payment if no suitable alternative employment can be found.

Q33. Are we going to get the same package as VEDs (the Enhanced Voluntary Redundancy package offered by NOMS)?

Depending on the outcome of the mapping and matching and selection processes, we aspire to offer enhanced statutory compulsory redundancy terms that will match VEDs. However we will confirm the actual package once we have a clear picture of the cost of the potential redundancies.

Q34. When will you be able to confirm the package?

We hope to be in a position to confirm the amount that will be offered by June.

- Q35. If someone is on a temporary increase in hours and redundancy applies would their redundancy payment be based on their substantive hours or their temporary hours?**
This will depend on the circumstances of the temporary hours and the contract.

Professional Services Centres and Corporate Services

- Q36. What is the Business Impact Challenge?**
It is a social enterprise initiative for which Interserve is the preferred bidder. We are unable to provide additional information at this stage due to commercial confidentiality. However even though the PSC would be located in the same building - the two operations would be discrete.
- Q37. Why is Interserve to be the employer for the PSC?**
This will allow for Interserve to expand operations in line with the broader strategic plan.
- Q38. If I am mapped or matched to a PSC will that mean I have to change terms and conditions?**
No. Staff would be seconded which will protect their terms and conditions and also their pension. Any new staff or future promotions would be appointed on Interserve terms and conditions.
- Q39. What is happening to ICT?**
We have been exploring outsourcing opportunities. There is currently a preferred bidder, and this may result in some ICT jobs being subject to TUPE. Further details will be provided to the staff affected by this in the next couple of weeks.
- Q40. If the CMS and ICT are not in place will this affect my leaving date?**
At this stage, we do not anticipate any delays and we are working closely together to ensure that our delivery to service users is not affected.
- Q41. Why are business partners to be seconded to Interserve and not employed by the CRCs?**
The business partners will be employed by the CRCs. They will be led and managed by Interserve HQ staff working across the CRCs. Secondment was the best option again to preserve terms and conditions of service and pension.

Misc

- Q42. I am on a fixed-term contract so how do the changes affect me?**
This depends on the length of your contract and continuous renewal of contracts. If you have a fixed-term contract of two years or more, then you would be eligible for a redundancy payment. If you have been on a fixed-term contract (or rolling on contract for four years without a break) then you will be seen to be 'permanent' for the purposes of the transformation. Your line manager will be able to provide additional information depending on your personal circumstances. If after the mapping/matching and selection processes there are vacancies then fixed-term employees will be offered opportunities to fill these positions.
- Q43. What about agency staff?**
Transformation does not apply to agency staff - although should vacancies be available at the end of the process agency staff will be given details of these vacancies.
- Q44. What about sessional staff?**
Sessional staff are not affected by these changes and will continue as normal.
- Q45. What happens to staff in Third Party Income (TPI) jobs?**
As such jobs are funded posts and they will continue as usual until funding is extended or comes to an end.
- Q46. As the Merseyside and CGM and HLNy and West Yorkshire CRCs are working more closely together will I be expected to travel between the two?**

Some staff especially those in management positions or those who map or match to business partner jobs may be expected to cover more than one CRC subject to business requirements and personal circumstances.

Q47. Will there be more changes in the future?

We will always be exploring opportunities for continuous improvement but any changes would be subject to the normal consultation processes. There are no plans at present for any additional changes.