

**HR/ESC STRUCTURES
FAQ DOCUMENT No. 1**

	Question	Answers
	VRS	
1.	Would it be possible for you to do a trawl for VRS before employees are having to complete an Expression of Preference Form and Selection Form (for every post) when their first choice would be VRS?	Applications for VRS cannot be done in isolation of the overall process given the timescales.
2.	If an employee applies for VRS as their preferred option, do they also need to choose an option 2 and 3?	Staff are expected to select at least 3 options in the event their VRS is unsuccessful.
3.	If an employee applies for VRS and, for whatever reason this does not go ahead, will they be disadvantaged when being matched/interviewed?	No
4.	If an employee applies for VRS, when will they be notified if they are successful or not?	A timetable for the selection/matching process will provide details on when the exercise is expected to be concluded.
5.	When will employees who have selected VRS be leaving the council?	This is unknown at this stage, however, it would be expected that staff would leave no earlier than 31 March 2017.
	Redeployment	
6.	I am unable to travel to Motherwell, can I be considered for redeployment now, outwith this process?	It is not possible to consider requests for re-deployment at this stage.
7.	If redeployment isn't an option, in the instance that your grade is not in the new structure, why isn't redeployment an option now to allow you to be able to move to a similar grade within the Council?	Until we formally start the process for all employees as a group, we cannot consider individual cases in isolation
8.	If having to work in Motherwell is not feasible for a range of personal circumstances what alternative options will be offered?	We will wish to ensure that the new structures are properly resourced, if, however, some employees wish consideration of redeployment outwith HR / ESC that will be considered at the appropriate time in the process.
9.	Will there be redeployment opportunities for employees who choose not to work in either the Employee Service Centre or the HR Centre? If yes, will a restricted list of vacancies be made available for	We will wish to ensure that the new structures are properly resourced, and any staff who are in a potential

	<p>staff to access before wider council recruitment takes place? This is a particular concern where staff will be in detriment in regards to either pay or loss of status.</p>	<p>redeployment situation arising from that process will be considered in line with the Council's procedures, in the first instance. For staff who voluntarily choose not to work in either of the new centres, their position will be considered at a later stage in the process, as well as the extent to which they are in a genuine redeployment situation.</p>
	Process – Application	
10.	What are the deadlines for preference forms?	Staff will be issued with guidance in week commencing 28 November with a return date for preference and pro formas of 16 December 2016.
11.	Will consideration be given to staff that are currently covering a post on a temporary basis and whose permanent post may be in another part of the service/council?	See 12
12.	Will temporary staff with no permanent post be treated detrimentally in comparison to permanent staff throughout this process?	This will very much depend on the reason for their temporary status, e.g. if the cover is for maternity leave or sickness cover, the temporary contract would be expected to end on the return of the substantive postholder, and it is the substantive postholder who will have the principal rights in relation to the new structure as they are potentially in a redundancy situation. Beyond examples such as these, fixed term employees should not be selected for redundancy purely because they are on fixed term contracts.
13.	Who will be responsible for processing the work generated from implementing the new structure, i.e. advertising, arranging interviews, panels, contracts, etc.? As HR normally do this, the new arrangements will directly affect staff, some of whom may be feeling let down and unhappy with their future prospects, this should be taken into consideration at	This process will be co-ordinated through the HR/Payroll project team.

	what will be a very difficult time.	
14.	Job sharers/flexible workers – will current contracted work patterns be honoured?	We recognise that some staff may work outwith standard hours or on a flexible work pattern. We are not planning to change staff hours unless there is a business imperative to do so, and in that eventuality, there will be full consultation. Until we work through the process, we will not be fully aware of the impact on the new structures.
15.	Is it expected that all staff who want to continue working will be guaranteed a job which is a reasonable alternative in terms of pay and grade?	A number of current grades do not exist in the new structure and there are fewer roles so we cannot offer all staff a role in the new structure. Every effort will be made to redeploy staff into suitable alternative roles.
16.	When will job descriptions for all posts be available, including admin support roles in HR Centre?	Job Descriptions are available for all roles. There are no admin support roles in the HR Centre. Admin support, as appropriate, will be drawn from the Admin Team in the ESC.
17.	I currently work part time/job share and would like to be considered for full time, would that be allowed?	There may be opportunities for staff to change their working pattern depending on their new role.
18.	Do I <u>need</u> to choose all 3 options?	Staff will be expected to select at least three options.
19.	Can I apply only for promoted posts?	You can apply for any role for which you consider your skills, knowledge and experience match the requirements of the role.
20.	Is the preference form to be completed by all staff?	Yes
21.	Will current flexible working patterns and job share arrangements be taken into consideration, if I have eg caring responsibilities, difficulty with transport etc.	We recognise that some staff may work outwith standard hours or on a flexible work pattern. We are not planning to change staff hours unless there is a business imperative to do

		so, and in that eventuality, there will be full consultation. Until we work through the process, we will not be fully aware of the impact on the new structures.
22.	If you opt not to pick a preference, what would happen?	See 18.
23.	If I select more than 1 option on the pro forma, and someone else selects 1 option which is the same as my first choice, will I be disadvantaged in that they will get their 1 st choice and I will only be offered my 2 nd choice and they only put one option of their pro forma?	No, it is envisaged that consideration will be given to all preferences for each of the roles
24.	If substantive post is in scope and employee has temp post elsewhere – will they remain in the temp post until the requirement does not exist?	This will be considered on an individual basis, based on circumstances and business requirements. They will of course be included in the exercise of being assimilated into the new structures, based on their substantive role.
25.	Will posts be restricted to current grade i.e. will NLC12's be restricted in the first instance to those across the services that have permanent NLC12 posts?	Staff within scope of the HR/Payroll restructure can apply for roles in the new structure providing they have the relevant skills, knowledge and experience detailed in the Job Description and Person Specification.
26.	If an employee currently works in H&S or L&OD and has many years working in generic HR will they get the opportunity to apply for one of the available posts at this time?	Staff within the L&D and H&S teams are not subject to any change in their current structures other than their Head of Service reporting line. However because there are new L&D roles within the HR Centre, L& D staff will be eligible to apply for these roles only.
27.	If someone is acting up (higher duties %) into a post that will transfer to HR/Payroll and their substantive is not in scope to transfer, will they move with the acting up arrangement or stay with their substantive post?	This will be considered on an individual basis, based on circumstances and business requirements.
28.	What will happen with posts where the grade no longer exists, i.e. NLC6's?	The new structure comprises new roles and their assessed grades. Staff within scope can apply for

		roles in the new structure providing they have the relevant skills, knowledge and experience detailed in the Job Description and Person Specification.
29.	If you only chose a post that was lower than your current substantive grade, would you still be eligible for preservation?	Yes, the Council's redundancy policy provides for up to 18 months salary protection.
30.	We have been provided with expressions of interest forms, however, when undertaking redeployment there are normally specific pools of staff for specific posts, how is this going to work?	Staff within scope of the HR/Payroll restructure can apply for roles in the new structure providing they have the relevant skills, knowledge and experience detailed in the Job Description and Person Specification.
31.	We have been provided with draft forms which are to be completed, however, those involved in the selection may currently work with people who are in the pool, how will this be fairly applied?	It is intended that the appointment to the new roles will be dealt with top down, and staff appointed to the new third tier posts will be involved in the selection/matching process for their teams, along with the Head of Service, as appropriate.
32.	We note that we are required to fill in 1 form for each post, is this necessary, particularly if there are individuals already allocated to specific pools?	Staff will be expected to complete only one pro forma and we will review the form to ensure staff have the scope to clearly set out their skills match for each of their preferred options.
33.	It is noted that you are not able to apply for HR Business Partner roles in a specific service, what is the reason for this and how will this be allocated to services?	It is recognised that staff applying for the Business Partner role may also be interested in a number of other roles within the structure and it was not felt appropriate to ask people to specify a service. The HR Business Partnership Manager will allocate the Business Partners to an initial service once the selection process is complete.

34.	Are we able to express interest in the positions within talent & OD?	Staff within scope of the HR/Payroll restructure can select their preferences across all roles, including the Talent & OD roles. Learning & Development staff (who are not within scope of the new model in this phase) can express an interest only in the Talent & OD roles providing they have the relevant skills, knowledge, experience and qualifications as detailed in the Job Description and Person Specification.
35.	Can you please confirm that we are able to indicate a preference for VRS along with 3 preferences?	Yes
36.	There are individuals who are unable to travel to Motherwell, could you please confirm where this should be indicated?	Staff should select at least 3 options. There will also be scope for any additional comments staff wish to make on their proforma.
37.	If the 18 month period ends are you are still in a detrimental position, will any further action be taken?	No, the Council's redundancy policy provides salary protection for up to 18 months.
Process – Matching/Interview		
38.	How will the matching and competitive interview processes be managed?	The selection process is likely to be a mix of matching or interviews. It will be managed top down in the structure, with staff appointed in the senior roles being involved in their team's selection.
39.	Will staff only have to be interviewed if they want to apply for a post at a higher grade than they are currently on?	See 38. Because the roles are different in the new structure, staff may be interviewed for roles at a similar grade.
40.	If unsuccessful at an interview for your preferred post, will staff be redeployed to a lesser grade if they have not chosen voluntary severance?	For those unsuccessful for their preferred post, we will look to identify suitable alternative vacancies.
41.	What are the timescales for matching meetings/interviews?	A timetable will be issued along with the selection forms and preference forms.
42.	Will all staff in scope have to be interviewed for a post or will there be capacity to match across where the roles are, if not	The selection process will be a mix of both paper based

	identical, very similar?	matching or interviews.
43.	What happens if you apply for a higher grade eg (grade7) as your grade is no longer part of the structure (grade 6) and you are not successful at interview, will you automatically be matched to a lower grade or is there a possibility that you will have to be redeployed?	For those unsuccessful for their preferred post, we will look to identify suitable alternative vacancies both within and outwith the new structures.
44.	When matching will there be a standard matrix used?	The selection process will be a mix of either paper-based matching or interviews.
45.	What happens if you are unsuccessful via matching/interview with your three choices?	For those unsuccessful for their preferred post, we will look to identify suitable vacancies for the individual.
46.	Will you be considered for a post if you don't have the required qualification, but are willing to work towards it?	<p>This will depend on a number of factors such as the existing qualifications of the employee, the qualification standard for the new role and the time to achieve the qualification required.</p> <p>In broad terms, and where it was feasible, if staff did not have the required qualification but have the relevant experience, they are still eligible to apply for the post, on the condition that they would have to undertake the necessary qualification if successful in their application. This will be a contractual condition of and they would be given a specified time to successfully complete the qualification.</p>
47.	Will jobs be matched or will there be interviews?	The selection process will be a mix of both paper based matching or interviews.
48.	Will NLC3s need to be interviewed for NLC 5 posts given that there are so few NLC 3 posts?	See 47. While it is more likely than not to be matching at this level, this cannot be confirmed as yet.
49.	When is it expected that people will be appointed to their new posts?	A timetable will be issued along with the selection forms and preference forms. It is hoped that the majority

		of the appointment process is completed by end January 2017.
50.	If someone is on maternity leave, will they be asked to attend for interview for posts during this?	Yes, we must ensure that staff on maternity leave and sick leave are not disadvantaged in the process.
51.	There are a number of new senior posts, could you please confirm if this process will happen from the top down and what are the timescales for this?	The intention is to appoint the senior posts first. A timetable will be issued along with the selection forms and preference forms.
52.	Who is going to be involved in the selection process as employees have expressed some concern that they are fairly represented and may not be known by the selection panel?	See 51. Newly appointed third tier officers will be involved in the selection of other roles.
53.	In our experience, people in a redeployment situation are normally considered for posts as close as possible to their current grade, will this be the case during this process?	For those unsuccessful for their preferred post, we will look to identify suitable alternative vacancies for the individual.
	Job Description/Person Spec	
54.	The Job Descriptions are very generic for administrative posts. Will these be reviewed to allow people to properly determine their expression of interest?	The Job Descriptions are generic to allow movement of staff across the teams. Further details will be provided on the type of activities that will be done in each of the ESC teams.
55.	There is no information in regards to the person spec's to allow staff to be able to identify posts which they are qualified or experienced enough to apply for – will this be provided before we are asked to make our selections?	Yes, the Person Specifications will be available in week beginning 28 November.
56.	When will we get person specifications – colleagues cannot make an informed decision on posts until they see the person specifications.	The Person Specifications will be available in week beginning 28 November.
	Finance	
57.	When will we know if excess travel payments will be paid? Also, what is the rate of excess travel – if ultimately approved?	This will be confirmed at a later date.
58.	Annual train fares from Cumbernauld to Motherwell is £980 - this does not include bus fares to get to train station, we are aware that excess travel is being requested. It would be helpful to know how much excess travel we would receive, if it is approved?	See 57
59.	Can you tell us how many jobs are going to be lost?	Job numbers are decreasing

		from around 170 to 140 but vacancies will be taken into consideration.
60.	Will the figures and costings be made available?	This information is now available on Connect.
61.	Can you please confirm how this links into the savings that are required, are there further employee savings to be made after this is applied?	This information was provided in the Business Case.
62.	What savings are being achieved from the targeted saving with the delivery of this structure?	This information was provided in the Business Case.
Structures/Roles		
63.	Within Health & Safety & Learning & Development there is a NLC6 in the new structure these are not included on the preference sheet – does this mean the employees currently in these posts are not in the same position as everyone else, and they are basically transferring as they are?	CMT has agreed that Health & Safety and Learning & Development structures will remain unchanged, and will be reviewed in FY 17/18. Their reporting line will however transfer to Head of Business (Organisational and People Solutions).
64.	Can we be supplied with information relating to the breakdown of who are in scope across the council ie how many current employees are involved and their current grades?	This information is now on Connect.
65.	I would be interested in working in the Admin Support section under Employee Relations, how many posts will be there and what grades are these posts?	There are no dedicated admin support posts in the HR Centre. Admin support will be drawn from the admin team in the ESC (staff numbers and grades are shown on the structure chart).
66.	Can you explain why this model was chosen and share with us what evidence led to this model being selected and any evidence that supports its successful implementation?	This was agreed by Council in the original business case. The new structures supported this operating model has been agreed by all HR Managers and signed off by both the core and extended management teams.
67.	The new structures indicate that the Service and HR Centres are under different Heads of Service. These sections would be interconnected and will require to work closely to provide the most effective service. Could you explain the reason why they sit separately?	The Organisation structure was determined by the Chief Executive and is part of a Council wide restructure.
68.	Throughout this process and the introduction of itrent there has been a focus on smarter working and information being	The decision regarding the co-location of the ESC and

	held online. If we are moving towards a systems based approach why are staff required to be re-located and all based in Dalziel Building given the difficulties this will create for some staff and the Council's focus on local based services?	HR Centre was approved by CMT.
69.	We had previously been advised by the Assistant Chief Executive that the HR teams would remain within the Services, however, at the briefing last week we were advised that only the Business Partner roles would remain, could you please advise of the reason for this change?	Only HR Business Partners will be aligned to a specific service and will be based with their service. However, the HR Business Partners will work as a team and the HR Business Partnership Manager will be responsible to ensure that they are deployed to allow flexibility of resource across the Council, where this becomes necessary. The skills and subject matter expertise within the Centres of Expertise will be available across all Services.
70.	How will the two centres interface?	The new HR model is all about working together as one function. Work is already underway to determine the work of each team and how these teams will work together.
71.	From the structures provided there appears to be significantly more NLC16, NLC14, and NLC12 posts within the HR Centre than the Employee Service Centre. Can you share with us the rationale of the grade allocations within each centre and why there is a heavier weighting of these grades within one centre?	The ESC will be responsible for all Council wide HR and payroll transactional activity and provide first line support to managers and staff. These activities are mainly administrative and the grading of posts within the ESC reflects the nature of these roles. Staff in the HR Centre will work in partnership with senior managers on key business priorities and the nature of these roles require staff with significant HR professional skills and knowledge which is reflected in the grading.
72.	There are some grades within current structures (i.e. NLC13) which do not exist in the new structures will this result in the promotion of these post holders and if so what are the	All of the roles within the ESC and HR Centre are new and comparable roles do not

	changes to the current roles which result in the increase in these grades?	exist in the current structure. All posts were subject to job evaluation which determined the grades of the new roles.
73.	Management re-structures elsewhere in the Council are removing tiers of management and reducing one to one management reporting lines however the new structures seem to increase the number of NLC12 and above posts can you please advise the reasoning behind this?	A number of hierarchical tiers have been reduced. All posts within the new structure were subject to job evaluation which determined the grades.
74.	On reviewing the structure there are a very limited number of entry grade posts, the Council promotes youth employment etc. has this been given consideration?	The roles within the new HR structure were determined based on the type of activity that will be done within the new teams. The majority of the work in the ESC will be of an administrative nature and staff will be encouraged to work across the teams. The roles were evaluated based on this information and this informed the number and types of grades required.
75.	In terms of progressing, the separation of the service centre and HR centres and parts of the HR Centre from each other appears to limit opportunities and experience, how do you see employees progressing?	It is envisaged that the new HR model will operate as one function and staff will be encouraged to work across the ESC and HR Centre.
76.	Do you have 'job families' to show a career route progression for the whole of HR & Service Centres?	No, we do not have job families.
77.	How will people have the opportunity to progress to an NLC10 professional post when this is entry level? Will succession planning be able to be applied here?	It is envisaged that the new HR model will operate as one function and staff will be encouraged to work across the ESC and HR Centre.
78.	Can you provide practical examples of the roles of HR Business Partner and Employee Relations?	A workstream has been established to manage the transition of HR activities from the current teams to the new structure. Once this work has been done we will be able to share what type of work will be done by each team in the new structure.

79.	How will the HR Business Partner/Employee Relations roles interface? There would appear to be a link between these roles yet they are not based together. Can you please provide examples of how the relationships will work and who is responsible for what? And also clarify why they are not based together as originally indicated?	A workstream has been established to manage the transition of HR activities from the current teams to the new structure. Once this work has been done we will be able to share what type of work will be done by each team in the new structure.
80.	Will the ER Advisors be allocated to specific services and how will work be allocated?	ER Advisors will be responsible for case management activity across the Council. See 79.
81.	There is a view that the split of roles between Business Partner and ER will result in a level of deskilling, has this been taken into consideration and how will staff be developed?	The roles within the HR Centre are new and comparable roles do not exist in the current structure. It is therefore recognised that all staff will require training and support in their new role. A training team has been set up as part of the transition arrangements to develop the training plan. This is a well established operating model in many industries and in many Councils and which provides opportunities to develop existing skills and acquire new skills, as well as further develop subject matter expertise.
82.	There is an admin support box in the HR centre structure, is the composition of this team available?	There are no dedicated admin support posts in the HR Centre. Admin support will be drawn from the admin team in the ESC (staff numbers and grades are shown on the structure chart).
83.	From looking at the structures, it appears that the NLC12 posts within the HR centre do not have any employee responsibility, is this correct?	Yes
84.	Can you provide practical examples of the tasks undertaken within the service centre e.g. will they have a role in absence management?	A workstream has been established to manage the transition of HR activities from the current teams to the new structure. Once

		this work has been done we will be able to share what type of work will be done by each team in the new structure.
85.	Most of the roles within the Employee Service Centre currently sit within HR teams in the services, how will career progression be progressed within the Employee Service Centre?	It is envisaged that the new HR model will operate as one function and staff will be encouraged to work across the ESC and HR Centre.
86.	There are a number of posts within the current structure which are not reflected in the new service centre, for example NLC06, NLC03 and NLC09. This is clearly concerning for the employees involved in this, could you possibly explain the reason for the change to the new structure?	The roles within the new HR structure were determined based on the type of activity that will be done within the new teams. The roles were evaluated based on this information and this informed the number and types of grades required.
87.	At a quick count there are 72 NLC05 posts and a significant reduction in NLC03, is this correct and what is the reason for this? Are the new posts more skilled? Could you please explain how this results in a saving?	The roles within the new HR structure were determined based on the type of activity that will be done within the new teams. The roles were evaluated based on this information and this informed the number and types of grades required. Details of the savings are available on Connect.
88.	We were also advised that other sections have been told that the Business Partner roles will not be based in the services but will have a base in Dalziel, is this correct?	The HR Business Partnership Manager (Grade 16) will be based in Dalziel and the HR Business Partners will be based with a Service.
89.	Will the committee report be available before this appears on MARS?	Staff will be informed when the committee report will be published on MARS.
90.	The Council is moving towards a focus on local based services, how does this model tie in with the Council aim?	The decision regarding the co-location of the ESC and HR Centre was approved by CMT.
	Misc	
91.	Will the scoring for job evaluation be made available for all new posts?	Employees can access the scores and job overview of the role into which they are appointed. It is not customary to issue all evaluations to all employees.

92.	If you apply for Flexible working now, will it be honoured next year? Or would you only be allowed to do this on a temp basis with it being reviewed next year?	Given the proximity of planning to change to the proposed structures, we expect that any such applications where agreed are time limited to the 31 March at this stage, and reviewed thereafter.
93.	It is clear from briefing sessions that the service that we currently provide to managers will significantly change. Can you outline how this will work and how is this going to be communicated to managers?	A communications and engagement plan has been developed. This will include briefings, updates and the creation of guides for managers to support them during the change.
94.	Could you please provide some practical examples of how the service centre will work, for example will we have headsets rather than telephones, what performance management will be in place?	A workstream has been established to manage the transition of HR activities from the current teams to the new structure. Once this work has been done we will be able to share how the ESC will work in practice. The team leaders/managers within the ESC will be responsible for the performance management of their teams.
95.	Given the new hot desking arrangements, how will people get in touch with us if there are personal emergencies i.e. parents required to provide school emergency contact details?	A workstream has been established to review office accommodation. Further information will be provided once available.
96.	What will be the arrangement for the transfer of employees' personal files and the archived files which we must hold for 5 years plus current?	A workstream has been established to review office accommodation. This will include the facility to store files.
97.	A number of employees currently require specialist equipment e.g. chairs how will this be managed when the move takes place?	A workstream has been established to review office accommodation. Specialist equipment will be looked at as part of this workstream.
98.	Due to the poor public transport links from Cumbernauld to Motherwell there will be issues for staff in relation to 8.45a.m start time – will flexibility be given around this or will staff be required to submit flexible working applications to facilitate this?	Consideration will be given to flexibility around start and finish times and will be dealt with on an individual basis. This will be the responsibility of line management.

99.	Will the amount of training that has been made available to individuals over recent years be taken into account as different services have had different opportunities and training budgets?	As at present, we are committed to continuous improvement and professional development. A training workstream has been established to determine the individual training requirements of staff in their new roles.
100.	Has an Equality Impact Assessment been undertaken given that our section is majority female workers with a high proportion of part-time females? Can you share the outcome of this?	An EIA has been completed. The profile of the affected groups remains unchanged.