

Review of Human Resources & Organisational Development

**Feedback on comments
received and final
proposals**

May 2014

Introduction

Following consultation with the Senior Management Team, the proposal document, 'Review of Human Resources & Organisational Development' was issued for consultation to affected staff on 19 March 2014 and responses were invited during the consultation period. Three responses were received and have been responded to, where necessary, in this document.

The responses provided in this document have been provided by the Human Resources & Organisational Development Manager, having taken into account the written comments received and from discussions with the Senior Management Team.

Justification

The HR & OD team will be a source of expertise on people issues in the Council; it is there to formulate policy and practice on people issues, to advise on the people aspects of organisational change and to take a 'people perspective' identifying solutions to address the challenges the organisation faces.

As a result of comments received during the consultation period, the delivery of the Apprenticeship Scheme has been considered as part of this review.

Some of the key things that HR will do:

- build and manage relationships with key stakeholders in the business; including recognised Trade Unions;
- train and advise managers on how to manage people effectively;
- communicate what HR does (and doesn't) do;
- use HR metrics to identify trends;
- develop leadership and managerial capability;
- manage the Apprenticeship Scheme

The HR & OD team is currently made up of 4 FTE at a cost of £131,524 (+ approximately 30% on costs = £170,980).

The Apprenticeship Scheme is currently delivered by a Consultant at a cost of £39,000 per annum. These figures have now been included in the current structure costs below.

Current structure:

Role	FTE / Grade	Actual Salary	+ on costs estimated at 30%
HR & OD Manager	1FTE – Job size 2	£45,548	£59,212
HR Adviser	1FTE – H	£33,998	£44,197

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HR Administrator	1FTE – C	£17,980	£23,374
Apprenticeship Manager	0.6FTE (Agency)	£39,000	£39,000
Total	4.6 FTE (including Consultant hours)	£170,524	£209,980

The above table takes into consideration the incremental increases that were awarded on 01st April 2014.

Alongside the creation of a fully resourced HR & OD team, there is a direct saving in the proposals as there will no longer be the need for temporary staff and Consultants.

The current Apprenticeship Manager arrangements will continue, as per the contractual obligations, until September 2014. The responsibilities of this role will then be absorbed by the HR & OD Manager and HR Advisers.

Proposed structure:

Role	FTE / Grade	Actual Salary	+ on costs estimated at 30%
HR & OD Manager	1FTE – Job size 2	£45,548	£59,212
HR Adviser	1FTE – H	£33,998	£44,197
HR Adviser	0.6FTE – H	£20,399	£26,519
HR Officer (systems & data analysis)	1FTE – F (indicative)	£23,945	£31,129
HR Assistant	1FTE – A (indicative)	£14,880	£19,344
Total	4.6 FTE	£138,770	£180,401

These proposals result in a direct saving of £20,054 (+ approximately 30% on costs £29,579).

The creation of the HR Officer role will save a further £10,687, as agency staff will no longer be required.

Feedback on comments received

Employee comments	Response, where necessary
<p>The challenges facing the City Council are not just financial and will require significant people-management. The HR section therefore needs to be adequately resourced, with the necessary expertise, in order to meet both current and future requirements.</p> <p>The proposed structure will help to strengthen resilience and facilitate a broader range of approaches and interventions. This will ensure that the policies, systems and advice, needed to support managers and staff during periods of change, are in place.</p> <p>The roles in the new structure will need to be clearly defined to ensure that they meet the needs of the organisation, avoid duplication and are capable of accommodating additional responsibilities, without the need for further reviews.</p> <p>Overall, I support the proposals and am certain that they will have a positive impact.</p>	<p>Agreed</p> <p>Agreed</p> <p>Agreed. The creation of job descriptions / person specifications for the new posts will be done in consultation with the team as a whole. All job descriptions / person specifications will be updated as part of this process.</p>
<p>One thing I would say is surely it would have been better <u>not</u> to tell the whole organisation that the proposals mean that Leanne (Purnell) will go on the redeployment register.</p> <p>If I was in Leanne's shoes I'd prefer the whole organisation did not know that.</p> <p>Also, in HR on their whiteboard they used to have a bit at the bottom for staff on the redeployment register (it may still be there, I don't know), and on this they used staff's initials, not full names, - so surely if HR do that to protect other members of staffs' privacy the same thing should apply to Leanne.</p>	<p>The City Council's approach allows all affected or concerned staff to comment on the proposals and to raise issues or proposals that may not have been otherwise considered. As per all other recent consultation documents for service reviews, this approach is consistent.</p> <p>When an employee is on the redeployment register, the organisation will do all it can to find suitable alternative employment to avoid compulsory redundancy. As such (and as per the Council's Organisational Change policy), any redeployee will be given 5 days to consider any vacancies before they are</p>

<p>The document could have omitted that information, and then if and when a new structure is in place new HR roles/personnel could be communicated to staff.</p> <p>(Obviously, I don't speak for Leanne, and have not spoken to her about this.)</p>	<p>advertised. This will include new and vacant posts arising as a result of the restructure.</p> <p>Until the full process has been completed the outcome for individuals is not final.</p> <p>No comments relating to the proposed structure or the delivery of HR & OD services were made in this consultation response.</p>
<p>Will the HR Advisor role be the same or will <u>they</u> have different job descriptions and different tasks?</p> <p>We currently have a skills gap within the team when it comes to payroll and pension queries. We have a lack of resources to produce management information etc. Introducing the post of a HR Officer with this knowledge and ability will improve the efficiency of the team and the service we provide to our internal and external customers.</p>	<p>As per the consultation document, there will be no fundamental changes to the HR Advisor role. Job descriptions and person specifications will be updated although these will not be an exhaustive list of tasks.</p> <p>In order to create a comprehensive, robust and professional in-house service for the Council, the post holders will be able to cover all aspects of a broader spectrum of work.</p> <p>Agreed.</p>

General Comments

Service reviews can be distressing for all affected staff and it is recognised that it will be a difficult time.

HR support throughout the process will be provided by Ruth Aldridge. Support of a more general nature will also be provided by Peter Gillett (Corporate Director of Resources).

The Council's free, confidential and external counselling service can be contacted on 01452 750586

