

Appendix 2

A Proposal Document for Consultation

Museum Services

**Feedback on comments
received and revised
proposals for consultation**

Introduction

The proposal document for the Museum Service staff review was issued for consultation to affected staff and trade unions on 3rd November and responses were invited during the four week consultation period. A staff meeting was held on 3rd December with the museum manager and a representative from HR to allow staff to ask questions and give feedback. The consultation period was extended until 10th December to allow for responses from this meeting.

The consultation document was considered at the Trade Union Consultation Meeting and a Special Meeting of the Employee Forum, where the proposals were generally well-received and the trade unions confirmed that they would not be submitting any written comments.

Appendix 1 details the proposals of the review.

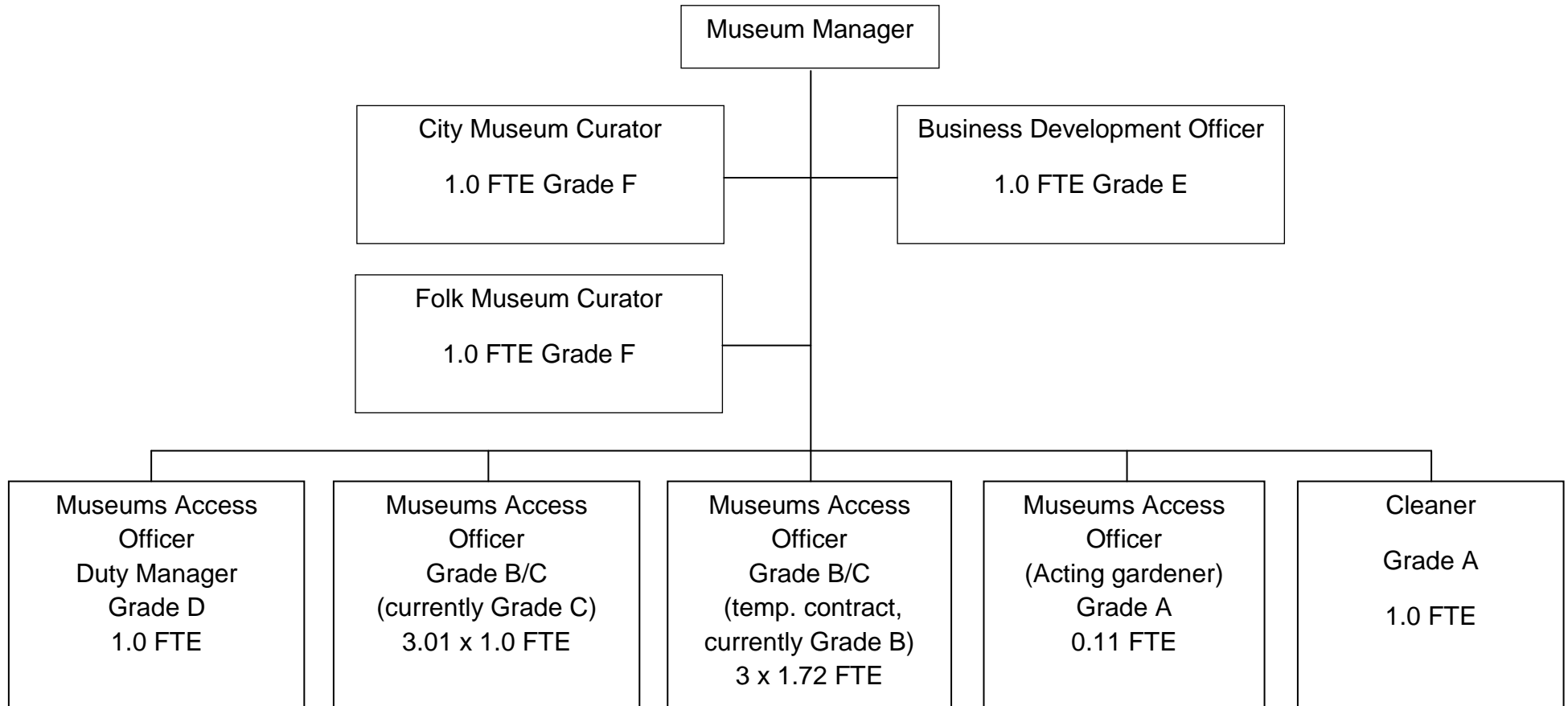
Appendix 2 shows the current staffing structure and the proposed staffing structure.

A number of questions were raised by staff and these formed the basis of a FAQ document which was subsequently circulated to staff for further comment. A summary of the questions and answers can be found in Appendix 3.

Revised proposals

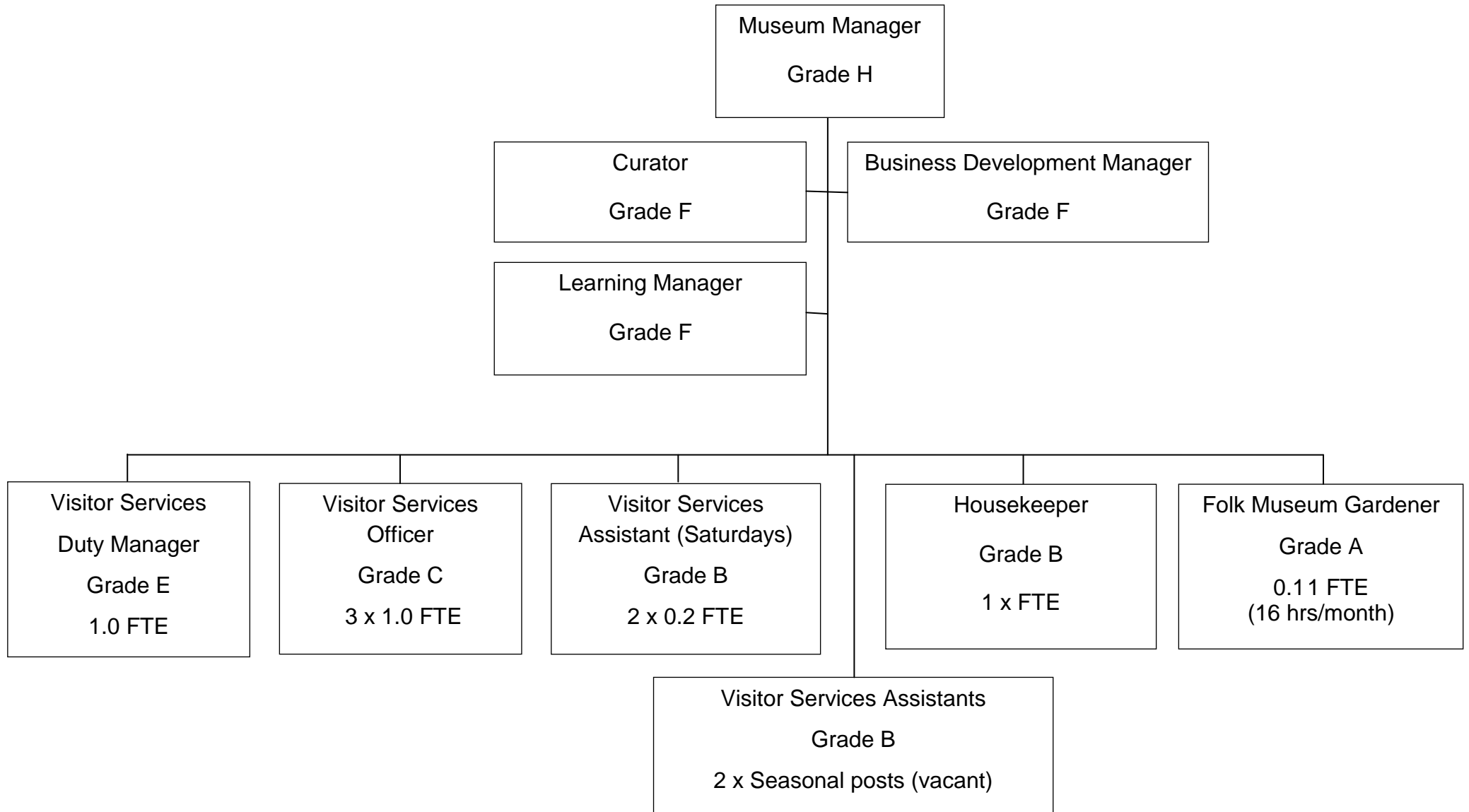
One proposal has been revised following consultation. Annualised hours contracts have been used successfully by the Guildhall team, but this has not been tried by the museum team before. Staff were concerned that it might not work well and so it has been agreed that annualised contracts will initially be on a six month trial.

Current Structure



Proposed Structure

Proposed staff structure:



Staff comments and management responses

Comment	Response
WORKING HOURS	
<p>Will my new hours be on set days like they are currently?</p>	<p><i>The proposal is that all three Visitor Services Officer (VSO) posts will be job share, therefore two part time posts will make up the full hours of one full time post. As the VSO posts are new job posts the current VSO have been ring-fenced and will be expected to complete a short expression of interest form and will be interviewed for these posts. As part of the expression of interest form we will ask you to indicate what your preferred hours of work would be. Your preferred hours of work cannot be guaranteed. However, we will review the expressions of interest and aim to accommodate staff preferred hours where possible.</i></p> <p><i>Working shifts would be on set days, however there is some flexibility, as outlined by the following scenarios:</i></p> <ol style="list-style-type: none"> <i>1. Employee A could work set days of Tuesday, Wednesday and alternate Saturdays and job-share, employee B could work Thursday and Friday and alternate Saturdays</i> <i>2. Employee A could work Tuesday and Wednesday and employee b could work Thursday, Friday and Saturday</i> <i>3. Employee A could work mornings and employee B could work These new working arrangements would become your new contract of employment.</i>
<p>Will some people end up working less hours than they are now?</p>	<p><i>There will be 3 full time Visitor Services Officer (VSO) posts which can be split into job share posts. Depending on how the jobs are split, anyone could end up working less or more hours than they are now. In your expression of interest please state whether you would prefer to work full-time or job-share and if job-share what would be your preferred days.</i></p>

Can I start later than 9.00 a.m.?	<i>Ideally all key-holders will work the core hours of 9.00 – 3.30 or 4.30 depending on museum opening hours.</i>
Why are we reducing opening hours if it means we will have less visitors?	<i>When visitor numbers were analysed by the hour, it was clear that fewer people visit at the end of each day, than during the rest of the day. We have also found that opening later on some evenings was quite popular, and also visitors expect us to be open on Mondays in the school holidays. It makes sense to open when people want to visit. We will also be trialling some Sunday opening during the summer. It is hoped that visitors will adjust to the new hours and in the longer term we will not see a decrease in footfall.</i>
How will the new opening hours affect the City Museum café?	<i>At the moment the café closes at 3 p.m. so it won't be affected by the new museum closing hours.</i>
If we start at 9.00 a.m. we won't have enough time to get the museum ready and do all the cleaning needed – we used to have 2 hours but the museum doesn't look as good these days now that we have less time.	<i>There will be a list of all cleaning jobs and how this will be shared between museum staff, café staff and the housekeeper, so that all parts of the museums will be covered.</i>
ANNUALISED HOURS	
How do annualised hours work?	<p><i>All staff who have annualised contract will work core hours when they must be on duty, and will make up their additional hours working Mondays, Sundays, evenings, and early mornings as required and by arrangement with me. Their monthly pay will be 1/12 of their yearly salary no matter what hours they have worked that month.</i></p> <p><i>This is an example of how a full time post would work:</i></p>

	Normal working week for full time post, starting at 9:00 with 30 mins lunch:	
	Summer working hours 9:00 - 16:30	7.00
	Winter working hours 9:00 - 3:30	6.00
	Average hours per day	6.50
	Core working hours	
	Normal working days per year = 5 x 52 =	260.00
	Current hours per year = 7.4 x 260 =	1924.00
	New hours per year = 6.5 x 260 =	1690.00
	Extra hours needed to make up full time hours	<u>234.00</u>
	Extra hours available (This is an example, actual hours will be according to need)	
	6 Sundays and 9 Mondays per year	99.00
	Evening events and previews 9 x 5 hrs =	45.00
	Hires and early starts/late finishes (based on 2014-15)	90.00
		<u>234.00</u>

	<i>This is just an example and is not an indication of when you would be required to work. Job share hours will be pro rata (e.g. if you work 2 days per week you would have to work 93 hours a year in addition to your core hours to make up your contracted hours).</i>
In theory, annualised hours mean that during busy times staff could be working 6 or 7 hours per week and late evenings. How can that be avoided?	<i>There will be times during school holidays when you will be asked to work 6 days per week, as the museum will be open on Mondays, but Sunday and evening openings will be timetabled to occur outside of these times as much as possible, and senior staff will also be available to work them. You can also use some of your holiday hours to cover some of the Mondays, for example if your holiday entitlement is 25 days, this is 185 hours. If you take all your holidays in the summer you will have 26 days ($185 / 7 = 26.4$) and if you take them all in the winter you will have 31 days ($185 / 6 = 30.8$), so you will have more days holiday than you do at the moment. Some of these days can be used to reduce the number of Mondays you work without using up your normal 25 days leave.</i>
How will it affect holidays?	<i>All holidays will be booked as they are now and the amount of holiday due will be calculated and booked as hours (pro rata for job shares).</i>
Will the museum be running more out of hours events? Who will assign the extra hours?	<i>Extra out of hours events will be put on to ensure that there are enough extra hours available. These will be planned for the six monthly What's On guide and will be allocated to staff at least three months in advance. If you are allocated extra work which you are not able to do, you can swap it with a colleague. Early and late shifts to cover room hires will be available as and when rooms are booked. If you work part time you will also have the opportunity to work extra days to cover staff sickness and holidays.</i>
How will my hours be recorded? Who will be responsible for recording my hours? How will it work in the winter when there will be less opportunity for extra	<i>Everyone will have a timesheet to record their daily hours. It will work like lieu time, so any extra hours must be for the same reasons as lieu time can be claimed now, for example if agreed with me in advance or if you need to stay after your normal working hours because of an emergency. If there are no events, room hires or emergencies, then you will only be able to record your core hours.</i>

<p>hours?</p>	<p><i>At the end of the month, all time sheets will be given to me and I will enter the hours on a spreadsheet which will show me whether your hours are up or down. Available hours will be seasonal, so you can expect your hours to be higher in the summer and drop in the winter. Every three months I will send each employee a 'statement' showing your balance of hours. If the hours worked are above or below the expected hours worked for that quarter then we will agree how these can be reconciled in the next quarter.</i></p>
<p>What happens when I work more hours than I'm contracted to? What happens if I use up all my annualized hours before the end of the financial year?</p>	<p><i>It will be a requirement to work your contracted number of annualised hours as stated in your contract of employment. There will be sufficient opportunity for all staff to undertake their contracted annualised hours through working their set core hours, evenings, Sundays and one-off events. There will be flexibility to either work your shift or swap this with a colleague on the same job description. However, this will be an employee's responsibility to agree this swap and they must advise the line manager.. There will be an opportunity for staff to swap shifts. You will be sent three monthly 'statement' updates on your hours worked, and you can ask me at any time to check your 'balance'. If the hours worked are above or below the expected hours worked for that quarter then we will agree how these can be reconciled in the next quarter.</i></p>
<p>I assume the balance of my hours will be kept confidential?</p>	<p><i>Please let me have feedback on whether you think your hours should be kept confidential.</i></p>
<p>How far ahead will rotas be set?</p>	<p><i>Rotas will be set at between three and six months in advance, depending on how far through the What's On cycle we are, for example when a new What's On guide comes out, work for events scheduled for that six month period will be set, but as we get to the end of that six month period, work will be set for three months ahead until the new guide comes out.</i></p>
<p>What happens if I'm unavailable to</p>	<p><i>If you are scheduled to work, for example, a Sunday and you had planned to be on holiday,</i></p>

work the extra hours assigned to me?	<i>you can either swap the day with a colleague or plan with me to work the same number of hours for another event or events at a later date. It's important not to fall behind with hours worked. There will be flexibility, but everyone should take their turn working out of hours shifts so that it is fair.</i>
How often will hours be reconciled?	<i>The work is seasonal so hours cannot be reconciled throughout the year. I will send 'statements' every three months and you should make sure you plan ahead so that your extra hours get worked during the year. At the end of the summer, everyone should have worked more hours than their average, as there will not be as much work available in the winter. As an example, a full time person would work 6 hours per day in the winter and 7 hours per day in the winter, with 234 extra out of hours work per year. This is an average of 19.5 hours per month, but in the winter you might work 15 hours extra per month and in the summer you might work 24 extra hours per month, with winter hours dropping back down.</i>
How many hours would you be credited with if you are off sick?	<i>Your average working hours per day would be 7.4 for a full time post (pro rata for a part time post) and you would be credited this for sickness absence. There would be no disadvantage to you with the change of contract.</i>
Can we have traditional annualised hours instead of having core working hours as this will give more flexibility for staff?	<i>Traditional annualised hours will mean that people will be starting and finishing at different times, which might not always give the service the staffing levels that it needs at the beginning and end of the day. Therefore, I'm proposing not to introduce traditional annualised hours.</i>
What if annualised hours don't work as well in practice as planned?	<i>We will trial it for six months and then review the situation.</i>
Can the housekeeper post be annualised to fit with the staff annualised hours in case work	<i>The housekeeper needs to start work at 7.00 a.m. in order to clean both museums before they open, so fixed hours are more suitable.</i>

needs to be done out of hours?	
THE RECRUITMENT PROCESS	
What is the difference between ring-fencing and assimilation?	<i>Direct assimilation is where the job is essentially the same (at least 60%), the grade is the same and the number of posts available is the same or greater than the number of people in the current posts. If not, employees are ring-fenced for the posts available.</i>
Can anyone apply for any job?	<i>In the consultation document job assimilation and ring-fences for each job role have been proposed.</i>
Why are temporary staff in the ring fence?	<i>In the Council's Organisational Change policy (2010) it states that all employees are in the ring-fence regardless of the nature of their contract. Therefore, temporary staff are included in the restructure.</i>
Does everyone get an interview?	<i>It's important that your expression of interest includes all your skills and experience to get the best possible chance of an interview, although in practice it is likely that everyone will be given an interview. The information given in your expression of interest form will be taken into account when choosing successful applicants for the jobs. If you feel that you are out of practice with applying for jobs, you will be given support in filling in the form.</i>
What happens if no one is chosen from the interviews?	<i>It is unlikely that no one will be successful at interview.</i>
Can I apply for more hours than I'm working now?	<i>If you are part time and would like to work longer hours you will need to state this in your expression of interest.</i>
Will some people end up working less hours than they are now?	<i>There will be 3 full time Visitor Services Officer (VSO) posts which can be split into job share posts. Depending on how the jobs are split, anyone could end up working less or more hours than they are now. In your expression of interest please state whether you</i>

	<i>would prefer to work full-time or job-share and if job-share what would be your preferred days.</i>
If I am not offered a post in the new structure will I get redundancy and redeployment? How does it work?	<i>At the start of this process requests for voluntary redundancy are being considered. The consultation document has proposed posts that can be assimilated and posts that are deleted but then ring-fenced to a selection process. Should you not be successful at the ring-fence stage of the selection process then you will simultaneously placed on the redeployment register and given notice of compulsory redundancy under your contract of employment.</i>
If I don't get offered a job, but get redundancy, will this be the same amount as I would get for voluntary redundancy?	<i>Yes.</i>
If I am not offered a job, how much notice will I be given?	<i>Notice of redundancy would be given under your contract of employment.</i>
When do I have to notify you of my request for voluntary redundancy?	<i>If you are interested in formally requesting redundancy then this need will need to be submitted to Angela by Friday 18th at 12 noon. Please note there is no guarantee that redundancy will be granted and there is no right of appeal against the management decision on this point.</i>
OTHER COMMENTS	
Will wearing historic costumes mean we will be asked to do re-enactment?	<i>No, you will only be asked to interact with visitors talking about things on display. There has already been training for this and you will be expected to choose your favourite object on display at each museum and be able to talk to visitors about it. You will not be expected to wear historic costume every day.</i>

<p>How will the restructure affect my zero hours contract?</p>	<p><i>If you have a zero hours contract then this will not be affected by the restructure.</i></p>
<p>Will additional sets of keys be issued to me to fulfil the key holder status of the job?</p>	<p><i>At the moment everyone who has a set of keys takes them home when they finish work, which has obvious security risks. With the new contracts, all key-holders will have the keys they need to get into the building, unset the alarm and access the key press, all other keys will be kept in the key press and signed out when needed.</i></p>