

APPENDIX 1 - Timeline and detailed HR activities required to deliver Service Choices

Note: all processes and procedures reviewed, updated and approved by HR Board, Trades Unions and SMT June 2015

| | Target Dates | Activity | Resource required | Options for filling from current resources | Activities that cannot be provided if no additional resource |
|---|---------------------|--|---|---|--|
| 1 | August 2015 onwards | <p>All HROs and HRAs support service managers and Heads of Service to identify HR related activities (policy and procedures) resulting from options that must be adhered to in the implementation of service choices.</p> <p>Support the detailed development of options in relation to Employees and advise managers/Heads of Service in all aspects</p> <p>Attend all service choices team meetings where employee issues are discussed.</p> <p>Liaise with and maintain good TU relations</p> <p>Collate and track policy and procedural documentation related to service choices –</p> | <p>5 HROs 3 HRAs</p> <p>1 LGE 6 Admin</p> | <p>This will be the main focus for HROs and HRAs during the Service Choices period.</p> <p>Each HRO/HRA has a link service to support and leads on a specific HR policy area (eg attendance/recruitment etc)</p> <p>Planned programme of policy and procedure review and development put on hold for 2015/16.</p> <p>Currently 1 x LGE 6 admin (currently temporary maternity leave cover) for HR Corporate Support. If this resource is used solely for service choices, HROs/HRAs will have to carry out own admin tasks.</p> | <p>Priority will be to deliver service choices and advise on all policies/procedures that affect employees from the options proposed.</p> <p>Priority will be given to high risk HR activities such as appeals involving elected members, complex disciplinaries/grievances; dismissals; tribunal support; COSLA/CEO/Director priorities: No capacity to accelerate any actions in the HR/OD Strategy. No capacity to absorb additional projects, activities or initiatives.</p> <p>Programme of Policy development and review as well as added value reporting will halt for 2015/16. This will affect Health of the organisation reports, recruitment and retention etc.</p> |

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| | | <p>(contd) employee issues.</p> <p>Prepare regular update reports to HoS, HR Board/SMT/Project Board on progress and employee implications of service.</p> <p>Contribute to maintaining good Corporate TU relations on service choices.</p> | | | |
| 2 | September 2015 onwards | Obtain redundancy costs for those whose post is at risk of redundancy. | <p>1 x LGE9</p> <p>2 x LGE6</p> <p>1 x LGE4</p> | <p>LGE9 currently supporting social work has skills for Service Choices team.</p> <p>HR has 1 x LGE6 Admin Assistant (maternity leave cover). Allocating this post full time to service choices will mean no admin support for the HR Corporate Support Team. This will result in inefficiencies as HROs and HRAs will have to carry out admin tasks</p> <p>HR Corporate support has no permanent clerical support in the HR Corporate Support section.</p> | <p>Reduction in support for the HR Adviceline (currently staffed by 3 HRAs), reduction in support for social work managers.</p> <p>Reduction in support for medium level HR support activities (disciplinary/appeals/attendance review meetings etc)</p> <p>HROs and HRAs carry out admin tasks</p> |

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| | | | | <p>HR Transactions team currently has 2 temporarily vacant posts. This resource will be filled and utilised to absorb additional work in contractual and recruitment teams as a result of Service Choices.</p> <p><i>(still required 1 x LGE6 and 1 x LGE4 – no existing resource)</i></p> | <p>If vacant posts in Transactions team are used for Service Choices – general HR support, targets will not be met for recruitment and contractual turnarounds. This will adversely affect service choices implementation.</p> |
| 3 | August 2015 onwards | <p>Agree process and invite applications for voluntary severance – informed by preferred options.</p> <p>Programme matching process for volunteers/those at risk of redundancy</p> | <p>1 x LGE9 2 x LGE6 1 x LGE4</p> | As 2 above | As 2 above |

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| 4 | August to Nov | Evaluate new and changed jobs resulting from service choices | 1 x LGE12 and 1 x LGE9 – (time requirement dependent on number of posts affected in options selected) 1 x LGE 6 1 x LGE 4 | LGE 12 Job Evaluation lead is HRO for Chief Executives, EDST and P&RS. LGE 9 is HRA for Customer Services LGE 6 is HR Corporate Support Admin <i>(still required 1 x LGE6 and 1 x LGE4 – no existing resource)</i> | Reduction in support to EDST, Chief Executive's and P&RS whilst JE for service choices is underway. Reduced HRA support for Customer Services. No additional JE/re-evaluation takes place over this period as service choices is the priority. HR Advice Line service reduced |
| 5 | Late October 2015 | Gather information for HR1 purposes Prepare HR1 for Write formally to full-time union officials with details of likely redundancies. | 1 x LGE9 1 x Snr HRO | Can be absorbed within existing workloads | |
| 6 | October - Nov | Service Choices Team support managers/Heads through individual employee consultation and statutory consultation process with TUs | 1 x LGE 13 1 x LGE 9 2 x LGE 6 | Lead - LGE 13 – Roads and Amenity/H&SC Integration 1 x LGE 9 – Social work support 1 x LGE 6 – HR Corporate Support | Reduced Senior HRO support for Roads and Amenity Services during consultation preparation and implementation Reduced HRA support for social work No HR Corporate Support admin |

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| | | | | <i>(still required 1 x LGE6 and 1 x LGE4 – no existing resource)</i> All HROs/Snr HROs on an as required basis with individual service | |
| 7 | Mid January 2016 onwards | Complete RED3 and RED4 forms on basis of info submitted to council Initial preparation of notice of redundancy letters | 1 x LGE9 full-time basis 2 x LGE6 1 x LGE4 <i>(still required 1 x LGE6 and 1 x LGE4 – no existing resource)</i> | As 2 above | |
| 8 | February - April | Termination and redundancy notices issued | 1 x LGE 13 1 x LGE 9 2 x LGE 6 1 x LGE 4 | LGE 13 – Roads and Amenity/H&SC Integration 1 x LGE 9 – Social work support 1 x LGE 6 – HR Corporate Support | Reduced Senior HRO support for Roads and Amenity Services during consultation preparation and implementation Reduced HRA support for social work No HR Corporate Support admin |

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| | | | | <i>(still required 1 x LGE6 and 1 x LGE4 – no existing resource)</i> | |
| 9 | After Council meeting in February | Check of contents of redundancy letters | Heads of Service | n/a | n/a |
| 10 | Mid February onwards | Redundancy letters posted | 1 x LGE9 – full time basis 2 x LGE6 1 x LGE4 | 1 x LGE9 – full time basis 2 x LGE6 1 x LGE4 <i>(Still required 1 x LGE 6 and 1 x LGE4 – no existing resource)</i> | As 2 above |
| 11 | Mid February onwards | Selection for redundancy process where reductions are required where is a group of employees to select from | All HROs/HR As Heads of Service/3 rd tier managers 2 x LGE 6 | <i>(still required 1 x LGE6)</i> | Reduced level of HRO/HRA support for managing attendance, disciplinary, grievance, managing performance etc. |
| 12 | End February onwards | Support for managers and directly to employees facing redundancy | HRO's HRA's 1x LGE9 2 x LGE6 | As 10 | As per 2 above |
| 13 | March onwards | Processing redundancy and pension payments | 1 x LGE9 full-time | As 10 | As per 2 above |

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| | | | basis | | |
| 14 | March onwards | Identifying redeployment opportunities | HROs | | As per 2 above |
| 15 | March onwards | Managing redeployment | HROs/3 rd tier managers in host service | | As per 2 above |
| 16 | April onwards | Issuing new contracts for redeployees | LGE9 HR Transactio nal Team | LGE 9 (social work) | Reduced support for SW |
| 17 | April onwards | Leavers administration | LGE6 x 2 HR Transactio nal Team | LGE 6 | As per 2 above. |

Process will be repeated, to a lesser extent the following year.