ACCORD

Every day we campaign for **Security of Employment, Fair Reward** and **Dignity at Work.**

2011/03 March 2011

Working For You In Group Operations & Executive Functions

February Group Operations BAU Meeting

We met with the company on the 9th February. This newsletter sets out some of the items we discussed. Please note that we are bound by confidentiality requirements on some issues so forgive us but we cannot comment in full at the moment. Representing Accord were:

- Clive Webster (Deputy General Secretary)
- Chris Riley (PEC, Pudsey)
- Carley Anderson (Accord Vice President)
- Linda Crouch (Accord Regional Officer)

Our next meeting will be held on the **9th March.** Participants have company e-mail addresses except Clive Webster and Linda Crouch who can be contacted @ **clive.webster@accordhq.org** **linda.crouch@accorhq.org**

Value Colleagues

We were given an update on the work that has been going on under the Value Colleagues work stream, this includes the Colleague Engagement survey scores for Q4.

It was noted that there were significant differences between the CES scores in Group IT compared with the rest of Group Operations division. We discussed the possible reasons for the difference which included:

- There was a general feeling that Colleagues were using the CES as a vent for frustration at the increasing red-tape in IT and seeing the CES as their only method for expressing this
- It was felt that maybe Group IT have a wider view across the company as they do a lot of cross divisional work and therefore see the bigger picture
- It may just be a more truthful score than other areas as we aren't hearing strong concerns from our membership of 'forcing' to complete as is happening elsewhere.

This will be looked at in more detail next month where there will be a People update from the division.

It was also noted that the scores for the Disability cross section were also poor and as a result Mark Fisher (the sponsor of the ACCESS network) will put in place focus groups to look at the underlying issues urgently.

Learning also forms part of the Value Colleagues stream, see further details below.

Customer Relations

Following feedback from our membership, we have set up monthly meetings with the company. The initial meeting went well and future ones will be reported in this newsletter.

Learning Update

We were provided with a lot of information regarding the state of learning in Group Operations. The highlights of this are:

The priority for 2011 is to simplify accessing learning, budgets and spend. The Learning Academy (the portal for learning in Group Operations) isn't being used as much as it should and this could be due to the complexity—it takes 6-8 clicks to see the relevant curriculum for a given role.

During the first half of 2011 it is anticipated that the learning sites will be reworked including moving the academy to the Learning@Lloyds site. Colleagues would then drill down to the curriculum for their division and role.

Last year the Management Licence and Senior Management Licence was launched. So far, 50 managers have completed, however this will increase as the 700 managers undertaking near completion.

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There has been significant uptake of the Licence in Group IT (493 of the 721 enrolled on the Management Licence) which is down to how this has been promoted.

Journey to world class is looking at professional qualifications (which may mean accrediting existing curriculum as well as providing external activities) and pathway's to careers via the job families.

A pilot apprenticeship scheme is in place. City Gateway are bringing in 2 apprentices in IT in April, more details to be discussed next month.

There are 30 colleagues, as part of the Duke of Edinburgh scheme, going out to Gambia to participate in volunteering projects.

Tax Issues

We've had a number of queries from our members in Group Operations about tax issues and unexpected bills from HMRC.

For advice and guidance, please see the All Members Accord newsletter 01/2011

Performance Management

During the AOB section of the meeting we had a long discussion about the problems our members have told us about with Performance Management, Your Performance and the 2011 Objectives. These are the issues we raised on your behalf:

- Objectives cascaded on the 31/01 which shortens the timeframe for performance assessment. Objectives should be in place for Jan 1st. It was discussed that colleagues also have a responsibility here and if they aren't getting objectives they can take some action to drive.
- Objectives are being cascaded without discussion just to get them on the system and hit the deadlines with discussions to take place at a later date. It was discussed that colleagues should ensure that these conversations are happening and shouldn't just wait for their line manager to instigate.
- Colleagues who have moved into a new role part way through the year have been given developing performer ratings regardless of how they have been performing to date. This has a knock on effect on Pay/Bonus and job selection. It also seems to be a convenient smoke screen for meeting a 'forced distribution' curve.
- Where colleagues are new to a role, is the peer comparison done on a like-for-like basis as it is unfair to compare a new colleague to someone in role for a long period
- The decision to use only 8 levels of hierarchy is causing issues in some areas where they exceed this limit. This prevents managers cascading the relevant objectives to their colleagues and also prevents the manager from seeing their scorecard without delegated proxy access.

The division took away some points to see what further could be done, but as some of the issues are group-wide it was agreed that these should be addressed at a higher level and the unions agreed to do this.

Other Business

We raised the following other issues:

- We are still getting the feeling from our members that they will be seen as trouble makers for raising grievances—this was specific to Customer Relations, but may well be occurring elsewhere.
- We raised concerns over the independence of some grievance hearing managers.
- Case and Advice seem to be giving inconsistent advice about what constitutes an informal grievance discussion. While there is not a clearly defined definition of what informal looks like, we agreed that informal discussions are still the best way forward, but all recognised that this won't be possible all of the time.
- We raised an issue regarding the Expenses process. Grade F managers are able to approve only up to £250 (where as this limit was much higher previously). This presents an issue if a colleague is staying in a hotel for more than a day or so.

Rep Pay EGM

You will remember that our members voting in the Pay 2011 ballot voted marginally in favour of rejecting the pay offer. Since then Accord have had further discussions with the company and have taken the issue to ACAS.

Over the next week reps have been invited to attend special meetings across the country and will help determine the way forward for the union.

Reps are in touch with the general feeling of our membership, but would welcome any additional feedback or questions that you would like them to take to the meeting, specially around Pay.

Further communications will be issued centrally from Accord as soon as possible.

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Group Operations Advisory Committee

The Group Operations committee had a conference call on the 10th February

One of our main concerns was over the apparent lack of Health & Safety hazard assessments by the business. Each area is responsible for conducting and recording assessments, but nobody takes ownership of common areas of a building. This is a particular concern with multi-employer sites. The committee agreed to collate these issues and feed them to the PEC H&S working party.

A number of colleagues have raised questions regarding the new sickness policy. Further guidance has now been issued in the Accord All Members newsletter 01/2011

The committee agreed that they would have monthly conference calls. Members should raise any issues with one of the committee members (as advised in the last Group Operations Accord Newsletter)

Javelin Update

The selection for Phase 1 of the Javelin programme in Group IT has completed. Support for colleagues that were not selected continues. Drop in sessions were held in all the impacted locations and the redeployment section of the Sharepoint Intranet site was launched.

The bumping process has also been launched on the line manager section of the site. The process has not changed but gives managers guidance on how to deal with the various steps and matching of criteria needed. The guide has also been provided to the unions.

There were 16 vacancies left at the end of the process and all of these have been placed up on the Job Shop. The Redex team do have sight of these vacancies for anyone going through the redeployment process.

The unions have now been consulted on Phase 2 which as previously announced involves the 24/7 Operation in Service Delivery.

Anything to raise?

We'd like to hear from you if there are items you'd like us to raise at any of our meetings. We'll look at the themes and trends, just contact one of the Group Operations Accord representatives.

Group IT

We have monthly meetings with the company (and Unite) to discuss and consult on what's happening in Group IT. The last meeting was held on the 18th February:

Representing Accord was:

- Chris Riley (PEC, Pudsey)

The following topics were discussed:

- Overtime eligibility
  - We raised our members concerns, specifically from ADM, EAD and the Practice Pool who don't seem to be getting proper guidance regarding overtime eligibility. It was agreed that the top down comms are not enough anymore. Members that are having specific issues when trying to work or claim overtime should mail them to: chris.riley1@lloydsbanking.com

- Bumping Register
  - We're getting queries from members affected by Javelin who are either unaware of or unable to find the bumping policy. It was agreed that further communications should be sent to the affected line managers as a reminder.

- Practice Pool
  - There is a need in the Practice Pool for temporary 24/7 shift coverage. This is for a 6 months period to cover the release C period, and will be in effect in London, Copley & Gloucester. This will be managed on a voluntary basis.

The next meeting will be held on **18th March**

IT Bank Holiday Overtime

The IT Overtime policy came into force on 1st Jan this year and our members in IT have been benefitting from the premium Overtime & Callout rates that we were able to secure through our negotiations.

Members that work on Standby will know that TOIL is no longer offered for Bank Holidays and that these are staffed on a voluntary basis. Members that cover standby on a Bank Holiday will be remunerated in line with the new policy, although it is down to local management discretion if they wish to offer good-will incentives to meet resourcing demands.

We believe the bank may struggle to find the staff it needs for Bank Holiday Standby rotas and will be monitoring the situation. We'd also like your feedback on how this is managed in your area or team over the coming April Bank Holiday season.

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