



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

04/2011

April 2011

## Working for You In Group Operations & Executive Functions

### March Group Operations BAU Meeting

This newsletter sets out some of the items we discussed at the last 'business as usual' meeting. 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)

Chris and Carley have company e-mail addresses. Clive Webster and Linda Crouch can be contacted on:

[clive.webster@accordhq.org](mailto:clive.webster@accordhq.org)

[linda.crouch@accordhq.org](mailto:linda.crouch@accordhq.org)

### Customer Service Grade Review

As a result of integration, Customer Service has re-evaluated roles within the area to ensure they are graded correctly. A job evaluation panel met on the 7<sup>th</sup> March and agreed that 95% of roles should either remain at the same level or be upgraded.

For those in roles that have been evaluated at a lower level pay protection will apply if they wish to continue in their role or they will be supported in finding a similar graded role. All colleagues will have 1-2-1s with their line managers to discuss the impact.

The new job grades will be applicable from the 1st July. This allows for the remaining 4% of colleagues deemed to be higher graded than their roles to look for alternative roles if they wish to. It also allows a differentiation between H1 & H2 objectives (we have been advised that objectives for H2 will be revisited) and to ensure colleagues get the necessary support and training required.

A further update will be provided after the next meeting.

### Group Security Shift Pay Review

The business proposed some interim changes to the shift arrangements, pending harmonisation of the policy.

The 2007 shift agreement (B315) was based on the hHBOS 1.4 level, but following the revised structure in GS&F a large proportion of colleagues were upgraded to a higher grade. The business feels, therefore, that the agreement is no longer fit for purpose as it creates disproportionate payments.

To rectify the issue in the interim until a harmonised policy has been agreed, they propose to use the mid-point of a Grade B role to calculate payments. This will lead to an increase in payments for the majority of colleagues on these shifts. The business also adopt the harmonised overtime policy which all impacted colleagues will benefit from.

If you are impacted by the change in shift pay arrangements and wish to comment, please send an email to Chris Riley.

### Migrations Update

The business presented an update on the Release C migration as follows. The implementation is scheduled for Mid July 2011:-

- A number of integration rooms have been created on a variety of sites to aid and support the efforts of all involved.
- Shift working is in place, with 8-8 shift support.
- Remuneration is in line with migration people policies.
- Staffed completely by volunteers and subject matter experts.

## IT Value Colleagues

The IT HR team presented a business and people update sharing the achievements of 2010 and the priorities for 2011. There were a number of key messages including:

### 2010 Achievement highlights:

650 line managers took the opportunity to seek feedback from the colleagues they manage, resulting in 2200 responses back. This was the first time this type of feedback has been collected.

There has been an increase in Colleague Engagement Scores from Q4 2009 to Q4 2010. It was noted that Q4 2010 did not follow the upward trend and this could possibly be down to the IT Integration which was announced in October. We raised concerns that recent focus groups in SD showed that colleagues were frustrated at the processes and unnecessary red tape rather than anything that was actually happening around them. It was explained that Delivering Excellence is looking to refine processes and remove red tape.

### Priorities for 2011 highlights:

The business recognises that it is not great at demand forecasting and knowing what colleagues they need, when and where. There will be an increased focus on BEN time recording which will aid the business to improve accuracy of forecasting.

The fruit days as part of the Health & Wellbeing week were well received. Colleagues have provided a lot of positive feedback and the business recognises that small things can go a long way. Throughout 2011 there will be an increased focus on what further things like this can be done to reinforce the positive messages of colleague Health & Wellbeing.

In a similar vein, the business accepts that colleagues are working hard to ensure integration is successful and have agreed to increase the budget for delivering excellence awards. The business would like colleagues to recognise each others efforts more. This is another example of how small changes can go a long way.

It is accepted that that colleagues don't fully understand calibration in respect of the performance management process and this is high on the agenda for 2011. The business is also committed to ensuring that small areas are not being 'forced' to fit a ratings distribution curve. Further training and coaching is to be given to line managers. We raised our concerns about the application of calibration and the effect this has on colleague's knowledge of their performance. We don't agree that ratings are being applied correctly

and often do not take into account a colleague's performance across the year simply because they moved teams at some point.

We followed this up by asking what was being done to ensure that action was being taken where performance related grievances were being upheld. Was additional coaching and learning provided for the line managers? It was confirmed that in Service Delivery the business manages this at an SDLT level to see where hot spots are and to identify persistent offenders. IT is looking at analysis of ratings changes to see where these are coming from and if there are any hot spots.

We raised issues regarding the advice from HR Case & Advice regarding the use of PIPs. Developing performers should not be on PIPs—however, the helpline has been giving managers this advice. It was agreed that colleagues should have no surprises at mid or end of year appraisals, however they appreciate this isn't the case all the time at the moment and are keen to correct this as much as possible to dispel the myths.

Other discussions:

The IT business will be back at the next BAU to share with us the outcomes of pay/bonus awards.

There was also a further discussion about bonus awards and the lack of transparency for colleagues regarding the split inside each of the 5 ratings (i.e. low, developing, mid, strong and high). Colleagues have raised concerns that they are not receiving the bonus they believe they are entitled to.

## IT Colleague Integration Update

Feedback suggested that colleagues felt that Phase 1 had been handled well. The business continues to look for redeployment opportunities for colleagues at risk and reiterated its commitment to avoiding compulsory redundancies wherever possible.

Other issues to note were:

- Focus groups had been held with Penna in an effort to improve the process
- 51 colleagues had been invited to an event with Nationwide building society in Sighthill but only 7 had accepted.
- Deloitte had approached the business regarding opportunities in Belfast.
- There is an opportunity to start the knowledge transfer early if colleagues wish to exit LBG quicker to start with Deloitte.

Accord raised concerns about the time lag for colleagues with exit dates up to and including November. This currently means that they don't have access to the Penna services. Our view is that members may want access to some services, such as CV writing, immediately.

If you're impacted by Phase 1 and have any comments, please email them to Chris Riley.

## Group IT Call—18th March 2011

### Update on Service Desk colleague relocations

Last year it became necessary to relocate a number of colleagues from the Service Desk area to Lovell Park in order to facilitate integration. This was always a temporary move. It was reported that Lovell Park could no longer continue to host these colleagues. Space for the 40 colleagues had been found in Dean Clough.

Additional space had also now been found in Pudsey, so all colleagues from Lovell Park were expected to return. However, 5 colleagues will still need to relocate to Dean Clough and it is expected that this will be achieved voluntarily. The move to Dean Clough is expected for a 3 months period, however it may continue into Q3 if necessary.

Travel expenses have been paid for the duration of the move to Lovell Park, and this will continue to be the case for anyone relocating to Dean Clough.

If you are impacted by these relocations and need advice or support, please contact Chris Riley.

### EAD Bonus Miscommunication

Unfortunately 11 colleagues in EAD were paid the incorrect bonus in March. There were 7 overpayments and 4 underpayments. This was down to human error copying spreadsheet data onto the bonus tool. The situation has now been remedied, with all impacted colleagues having a one to one and apology letters issued.

### Other Bonus discussions:

We've been assured that no blanket 0% bonus award should have been applied and that colleagues should be assessed individually.

We raised our concerns that the way bonuses have been awarded is not transparent for colleagues.

If you have concerns about your bonus award, you should firstly discuss the matter with your line manager. If you are unable to resolve the matter, please contact your local rep.

## Customer Service

Working in partnership with the business, we're in the process of setting up a monthly meeting in Customer Service. Much like the Group IT meeting, it is a useful way for the business to come and talk to us about priorities for the business and the change agenda.

Accord will be sending a number of representatives, and we will ensure that in future we report back to you with details of our discussions. In the meantime, if there is a burning issue you think we should know about, please let us know.

## Group IT Unsocial Working Patterns

The business approached us at the end of February about the need for some colleagues to change their shift patterns to cover proving cycles for Release C. We have been assured that these will be staffed by volunteers and that colleagues will not be forced to change their shifts – the communications by the bank have made this clear.

We negotiated these premiums due to the significant disruption to colleagues' lives because of the unsocial hours required and short notice provided. The details were communicated by the bank to colleagues on the 4th March by the business.

In addition, the bank has asked for volunteers for another proving cycle over the Easter bank holidays and again these should be staffed voluntarily.

## Proving Cycles & TOIL

**Following on from our negotiations, there has been some confusion as to when TOIL/Overtime applies. HR has answered this by updating their Q&As, reproduced below:**

### **Can we take TOIL for the extra hours, i.e. overtime, we work each week?**

In line with the overtime policy, yes: colleagues can request Time Off in Lieu (TOIL), accrued at single time (x1), instead of an overtime payment, subject to the relevant qualifying and accrual periods. Agreement to a TOIL request will be subject to operational requirements and should be mutually agreed with the relevant line manager.

Please note we have built in suitable recovery time into these temporary unsociable hours patterns and would therefore aim for any TOIL to be taken once these temporary working patterns have come to an end following migration. If colleagues have any concerns with these arrangements, they should raise them with their line manager in the first instance.

## Group Operations Advisory Committee - Who does what?

In our November 2010 Newsletter we advised you of the new Advisory Committee setup to look after you in Group Operations & Executive Functions.

The new Committee is here to:

- Gather feedback from our reps to escalate via the correct channel
- Support our officers at consultation meetings
- Ensure our reps are trained and kept informed so that they can look after you effectively

Not everyone on the Committee does the same job, so we thought it would be a good idea to let you know who does what:

**PEC Lead** – Chris Riley (Pudsey)  
**Chair** – Nigel Brown (West Bank)  
**Vice-Chair** – Vickie Bullough (Halifax)  
**Vice-Chair** – Miljenko Williams (Chester)  
**H&S Lead** – Janice Simpson (Copley)  
**Membership** – Alan Johnston (Edinburgh)  
**Membership** – Gareth White (Manchester CSC)  
**Membership** – Gail Tranmer (Lovell Park)  
 David Joyce (Rosyth)  
 Yasmin Shuck (Birmingham)

If you have any question about Accord and how it works for you in Group Operations & Executive Functions please contact any member of the committee. We're all on the Group Directory so it's easy to find us.

We also have a shared mailbox you can use:

[\\$Accord Reps \(Group Ops & Exec Functions\)](#)

### Anything to raise?

We have monthly meetings with senior managers, HR and employee relations and we'd like to hear from you if there are items you'd like us to raise. Send your issues to any of the Group Operations Accord representatives.

### myAccord Magazine

Do you have something you'd like to advertise in the Members Only section? The magazine team are always looking for items; births, marriages, congratulations & birthdays, items for sale.

It's free to advertise. To find out how, check out the Members Only section in the latest magazine (available on-line @ [www.accord-myunion.org](http://www.accord-myunion.org))

Although Accord's primary aim is to protect your interests at work, we also provide a range of excellent benefits which make membership great value for money.

**Legal Helpline** All union members and immediate families are entitled to use the legal helpline. This gives you access to a qualified legal adviser on any matter. The advice is completely confidential, **FREE** and easily accessible at all hours of the day or night.

**Call 0800 884 0118.**

**Personal Injury Claim line** If you've been injured in an accident, our legal experts can help. Our personal injury claim line is provided by Russell Jones & Walker (RJW), one of the UK's leading law firms. It's a **FREE** service to members and their families. All you need to do is pick up the telephone. **Call 0800 884 0114.**

**Personal Accident Insurance** Your Accord membership automatically provides you with **FREE** personal accident insurance. For details call **0870 905 0668.**

**Accord Travel Club** Before you book **ANY** holiday / tour / flight / hotel / car **ANYWHERE**, ring **0800 953 1263** and checkout your Accord Travel Club Discount.

**Commission Cashback Scheme** The Union's Commission Cashback Scheme specialises in sourcing level and decreasing term assurance, critical illness and income protection policies for Accord members and their families. Members then receive cashback of up to 9 times their monthly premium. The average lump sum cashback paid out this year under the scheme is **£400**. Since its inception, the scheme has paid out over £2.5m. Ring our brokers on:

**Lifelink: 01189 349800**

**Valley: 01706 218719**

**Tax & Pensions Advice Line** For **FREE** confidential access to taxation and financial specialists you can call **0870 428 1909.**

**These benefit schemes aim to make your membership value for money, but the most important reason for joining Accord remains the individual and collective rights you enjoy. We will never leave you alone to tackle a work related problem and will support you to the end to ensure that you are treated fairly and with dignity at work.**