



06/2011

23rd August 2011

## Working for you in W & I

### Strategic Review

Members have provided feedback on the Strategic Review announcement and how they think it will affect them. The key themes and concerns were discussed with the Employee Relations team at the July BAU meeting.

The key themes were:

- Members were pleased that W&I is a growth area and that there will be investment to support delivery to customers.
- Members were pleased to see that there was a stated commitment to redeployment and that there will be no outsourcing of operational roles.
- Members were shocked and concerned at the number of roles to be cut.
- There was uncertainty as no-one knows exactly where the cuts will fall.
- There was concern that if you retain a job the demands placed on you will be too great, this was particularly the case for managers.

Concern that the redundancy terms enshrined in B324 are subject to review early next year but the strategic review will impact to the end of 2013.

Some of these points are outside the control of the ER team e.g. redundancy terms, and the feedback has also been passed to those negotiating at Group level on the Strategic Review. However it was important that the ER team understood the feedback we'd received and how members were feeling.

We set the expectation that consultation would be full and undertaken at an early stage in planning changes. We also want to see that the opportunities for redeployment and/ or redeployment support are looked at as part of the decision making process and not just as a post-change activity.

### Performance Management

In our last newsletter we asked you to contact us and tell us about your experiences of performance management in the first half of the year.

Of those who responded 30% said that it was handled well, 30% reasonably and 40% that there was scope for improvement. We also received feedback via the Quality of Life Survey and from reps and officers who had been helping members with general queries.

The aspects of performance management that you felt positive about, when they were in place were:

- Having objectives that were discussed and agreed with you
- Feeling that the objectives were achievable and you had the opportunity to amend them as your work altered (if appropriate)
- Having 1-1s on a monthly basis
- Getting updates and feedback ad-hoc between meetings
- Getting support from your line manager to help you develop
- Having a good relationship with your line manager so that you could be open about your plans, ambitions and concerns
- Having all aspects of your performance taken into account in a balanced way
- Being given an indicative rating that reflected your previous discussions

Those who felt that the process had been handled well seem to have experienced all of these aspects consistently, those who felt the process was reasonable or had scope for improvement had seen one or more of these aspects missing or not delivered consistently.

The common issues centred on the setting and review of objectives and the way you were measured against them:

- Generic objectives were put in place that didn't fully reflect your role.
- Objectives weren't reviewed for changed circumstances.
- You were measured against objectives and the circumstances you had been working under weren't fully accounted for.
- The indicative rating was a surprise and in some areas it was suspected that a forced distribution had occurred.

We played back your feedback to Alison Kennedy (Divisional lead on Performance Management) at the July BAU meeting and it was good to hear that the business was already aware of these issues as they had already received very similar feedback through their own focus groups. It was also good to hear Alison state categorically that **it is not company policy to force the distribution of performance ratings and the senior management team have not told managers to do so.**

Alison is now working with the senior management and HR teams to review the training schedule and provide training on calibration sessions (where management teams come together to discuss performance ratings) as well as ensuring that the right messages go out on how performance management should be handled.

We have suggested that:

- key performance management training is made mandatory
- further work is done on objective setting re guidance and training
- all colleagues and managers are reminded that objectives should be regularly reviewed and updated as appropriate

It is always beneficial to review your objectives on a monthly basis. Do review them before your next 1 – 1 and if you feel that they need to be amended then do raise it in your meeting.

A number of you contacted us with concerns that required individual support and our reps and officers are now working with you to help you address these.

## H & S

The company has put out an alert and we wanted to bring it to your attention:

### Group Safety Alert – BEKO Fridge Freezers

There was a Group Safety Alert issued last month in relation to BEKO Fridge Freezer combinations which was communicated directly to H & S co-ordinators.

For information, the London Fire Brigade issued a statement stating that certain (Fridge Freezer) models were posing a serious fire risk and had caused 20 fires, with one fatality since 2008.

Where a BEKO Fridge Freezer was in use in your workplace, the H&S Co-ordinators was asked to call your [Group Property helpdesk](#) immediately.

Colleagues concerned about any BEKO Fridge Freezer at home can contact BEKO on 0800 0094837.

Our reps are here to help you and are trained on H & S issues. If you have a H & S concern in your work area then please raise it with your line manager and your local rep.

## Rep Elections

Accord holds Rep elections every two years and the next elections take place in September. If you are interested in being a rep then please speak to one of the advisory committee members (contact details are shown at the end of the newsletter).

Full training is provided and all our reps receive the support of our paid officials. Our recognition agreement with the company means that company time is available for rep duties.

We asked Emma Thornley, an Accord rep at the Direct unit in Lovell Park, Leeds, to tell us about her role.

When did you become a rep Emma?

November 2010

Why did you decide to volunteer?

In my previous place of work I was treated very unfairly and had no support as there was no union, I wanted to help other's feel they were being treated fairly by their employer managers and other colleagues. I felt I had the skills and determination to help support colleagues, as well as supporting the business in my area.

What's been the best part of doing the role so far?

Definitely the reward and recognition from both Colleagues and Managers even if it's just a simple thank you. I feel a great sense of achievement and job satisfaction when issues are resolved.

What have you learnt and has it helped with your day job?

I have learnt so much since I volunteered mainly about policies and procedures. I now have a better understanding of what our business objectives are and how we are trying to achieve them on a daily, weekly and annual basis.

Looking at the bigger picture and realising colleague behaviours have a knock on effect within the business. I can now answer basic queries the more experience I gain.



**Emma Thornley, Accord Rep, Direct Unit  
Lovell Park, Leeds**

Would you encourage other members to volunteer?

Yes.

I would say it is a challenging role and can sometimes be very time consuming, but it has raised my profile within my division. Both Managers and Colleagues come to me for advice describing me as approachable with a can do attitude, and for me it is worth it. I enjoy every challenge small or big and am looking forward to what lies ahead and getting involved with something I can really get my teeth sunk into!

## Advisory Committee - Are you interested in getting involved?

We have vacancies on the advisory committee. Help us to help you by joining us and putting the case for members to the company.

If you are a member or a rep then you could play a valuable part in helping the business be successful whilst looking after colleagues.

If you have any issues or questions, then please contact one of the team:

- Cilla Christmas: [PriscillaChristmas@HBOSplc.com](mailto:PriscillaChristmas@HBOSplc.com)
- Tom Harrison: [Tom.Harrison@LloydsTSB.co.uk](mailto:Tom.Harrison@LloydsTSB.co.uk)
- Lawrence Lakeland: [LawrenceLakeland@BoSIS.co.uk](mailto:LawrenceLakeland@BoSIS.co.uk)

Or contact Martin Pyke, the Accord Officer looking after W&I matters at: [Martin.Pyke@AccordHQ.org](mailto:Martin.Pyke@AccordHQ.org) or 07954 421812

## How do I find someone to help me with a query?

### Your local rep

We have nearly 1,000 reps across the country and there may well be a rep in your office (their details should be on the local noticeboards).

### Advisory committee members

We should be able to help you with your query or we can put you in touch with a rep or officer in your area who can help.

### Accord officers

Details of the Accord officer who covers your area are available on the Accord website. Follow the link below and put your postcode in to identify who you should contact: [Accord » Contact us](#)

### Have You Switched to Direct Debit?

**Win £1,000**

We need you to help us to continue to make a difference by changing the way that you pay your subscriptions.

Payroll deduction may not be available soon, so please swap to Direct Debit now.

All you need to do is ring Union HQ on 01189 341808 and we'll sort it out for you in one quick phone call.

Alternatively, you can change your payment method by emailing [info@accordhq.org](mailto:info@accordhq.org).

Switch to DD by 30th September 2011 and you'll be entered into a **special prize draw to win £1,000.**