

Workforce Realignment - HR Frequently Asked Questions (FAQs)

The FAQs in this document have been grouped into the following sections:

- Workforce Re-alignment
- Line Management Arrangements
- Office Location
- Staff on secondments/fixed term contracts/interim arrangements
- Recruitment to posts during the transition programme
- Staff support

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Workforce Re-alignment

What are the timescales for the realignment arrangements?	The key milestones and indicative timescales of the realignment exercise are available to view on the intranet .
How will the re-alignment of roles be undertaken fairly and transparently?	<p>The CCG is committed to applying fairness, equity and consistency during all stages of the re-alignment activity.</p> <p>To ensure a fair and equitable process, the re-alignment arrangements for all roles will be informed by a review of the functions of substantive roles to determine which Directorate staff should be re-aligned to. It is envisaged that the majority of staff will not be required to be re-aligned to another Directorate and will remain in their current Directorate.</p>
How will staff that deliver functions across 2 or more Executive Director portfolios be re-aligned?	If there are some exceptional circumstances in which a role carries out functions that span across to Directorates, it will be considered fair and equitable to have discussions with the individuals about the proposed re-alignment. These discussions will inform the re-alignment arrangements for these staff.
Can staff apply for a role at a higher band as part of the realignment exercise?	<p>To ensure a fair and equitable process, the re-alignment arrangements for all roles will be informed by a review of the functions of substantive roles to determine which Directorate staff should be re-aligned to. If re-alignment to another Directorate is required, staff will be re-aligned in accordance with the current substantive role and therefore will remain on the existing band.</p> <p>There is currently a vacancy freeze during this period of transition. However, it is critical that business as usual activities continue during this time and as such on occasion, business critical roles will be advertised and filled in line with business needs. Staff can apply for these roles that will be advertised in accordance with the CCG's Recruitment & Selection Policy.</p>
I feel that I have been incorrectly re-aligned to a Directorate. Whom should I discuss my concerns with?	<p>All staff have been aligned to the respective Executive Director on the basis of their substantive roles and responsibilities.</p> <p>If a member of staff has any concerns with regard to the re-alignment arrangements, they should discuss their concerns with their current Director in the first instance.</p>
Will the realignment change my role and responsibilities?	<p>The realignment process is not a restructure and therefore substantive roles, responsibilities and current agenda for change bandings will remain unchanged.</p> <p>Priorities will remain focussed on business need and will be discussed and agreed between managers and staff on a day-day basis.</p>

<p>Was there any engagement with Staff Side?</p>	<p>Engagement with staff side has taken place and is ongoing during the fortnightly staff side meetings and the formal Joint Partnership Group meetings. During these meetings, details of the realignment process, timelines and support available to staff have been shared with staff side representatives for discussion.</p>
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Line Management Arrangements

<p>What is matrix working?</p>	<p>Matrix management is commonly used in organisations to share employees and resources across functions. In a matrix management system, an individual has a line manager while also having a dotted line to another manager whilst working on time-limited projects or programmes.</p>
<p>As part of the re-alignment exercise, my reporting lines have changed and I am unhappy with the revised line management arrangements. Whom should I discuss my concerns with?</p>	<p>If a member of staff has any concerns with regard to the re-alignment arrangements, they should discuss their concerns with their current Director in the first instance.</p>
<p>What is dotted line management and why is it necessary?</p>	<p>Dotted line management arrangements will only be required for those post holders in roles where they may need to be accountable for the delivery of some areas of their role to a Director/manager in another Directorate.</p>
<p>Who will be responsible for my formal line management arrangements if I have a dotted line to another Directorate?</p>	<p>It is the line manager within the Directorate that staff have been re-aligned to that will be responsible for formal line management arrangements, such as management of HR processes, final approval for leave, performance management, formal communications to staff.</p>

Office Location

Will there be a change to my work base if my post is realigned to a different directorate?	There will be no change in work base proposed as part of the realignment. There will be a requirement for staff to travel to NCL sites and staff are able to claim excess travel expenses in line with the NCL CCGs' Travel Expenses Policy.
Will there be a change to my work base if I am required to support a Borough Team as part of the matrix working approach?	There will be no change in work base proposed as part of the realignment. There will be a requirement for staff to travel to NCL sites and staff are able to claim excess travel expenses in line with the NCL CCGs' Travel Expenses Policy.

Staff on secondments/fixed term contracts/interim arrangements

During the re-alignment exercise, will staff be considered in line with their substantive role or the role they are acting up/seconded into?	Staff will be aligned to a Directorate in accordance with the functions of their substantive role.
Will staff on a fixed term contract be included in the re-alignment exercise?	Yes. Fixed term posts have been re-aligned in the same way as permanent roles and will continue to be reviewed on a case by case basis and extended in line with business needs, where appropriate.
Given the consultation will no longer take place, can all fixed term contracts be extended beyond current fixed term contract end dates?	The CCG is committed to ensuring that all staff, including those staff on fixed term contracts are treated fairly and equitably. The HR team are working closely with Directors and Executive Directors to ensure that a review of posts being filled on a fixed-term/temporary basis are being undertaken as early as possible. In order to ensure fairness and equity and that fixed-term contracts are employed based on business need any required extensions will be managed on a case-by-case basis.
I am on a secondment/ fixed term contract/in an interim role that comes to	Whilst there is currently a vacancy freeze during this period of change, it is critical that business as usual activities continue during this time any temporary arrangements in place will be considered on a

<p>an end over the next few months. When will I be advised whether my secondment/fixed term contract or interim arrangement will be extended?</p>	<p>regular basis by Directors and extensions where required considered as part of the NCL CCG Workforce Approval Process. The NCL EMT consider business cases for all business-critical roles to ensure fairness and equity is maintained throughout the change process and staff will be informed, by their line managers as early as possible if extensions to existing arrangements are agreed.</p>
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Recruitment to posts during the transition programme

<p>Will posts continue to be recruited to during this transitional period?</p>	<p>There is currently a vacancy freeze during this period of transition. However, it is critical that business as usual activities continue during this time and as such on occasion, business critical roles will be advertised and filled in line with business needs. As part of the NCL CCG Workforce Approval Process, the NCL EMT consider business cases for all business critical roles to ensure fairness and equity is maintained throughout the change process.</p>
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Staff Support

<p>Can the CCG describe the types of support that will be available to all staff during the transitional period?</p>	<p>We understand that everyone responds differently to change and that people have different individual circumstances and needs. The CCG will continue to provide support that is available to staff is outlined in the 'Supporting staff through transition' section of the CCG's dedicated Change Programme intranet page. This page will be updated regularly. The support that is available includes:</p> <ul style="list-style-type: none"> ▪ Wellbeing support ▪ Career transition workshops, including application writing and interview skills ▪ Trade union support ▪ Pension drop-in sessions ▪ Regularly updated FAQs on a fortnightly basis or as required ▪ HR drop-in sessions ▪ Building Resilience workshops
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	<p>We will also run a supporting staff survey to ensure that the support that is in place is in accordance with the needs of our staff.</p>
<p>Many staff have been experiencing greater anxiety during the COVID-19 pandemic. What support will be in place over the coming months given that the transition period may cause further anxiety for staff?</p>	<p>We are incredibly proud of the way our staff have supported each other during the coronavirus outbreak. It is recognised that these are challenging times and many of us are under extraordinary pressure at work and at home. Those around us may be feeling unwell or worried about loved ones, and sadly some of our colleagues may have experienced a bereavement. In addition, we recognise that everyone responds differently to change and that people have different individual circumstances and needs.</p> <p>As well as the support that is available on the change programme intranet page, we would encourage all staff to access the health and wellbeing support that is available on the HR COVID-19 health and wellbeing intranet page, which includes access to a number of health and wellbeing guides and access to external support.</p> <p>It is recognised that staff have different needs and therefore staff are encouraged to discuss any specific needs and requirements with their line manager to ensure they have the support required during the coming months.</p>
<p>How can I access any further support that I require during this time?</p>	<p>We recognise that this is an uncertain period for staff and that this can be challenging given that everyone is working very hard to support COVID-19 activities.</p> <p>To support staff during this difficult time the CCG has put in place a range of support for staff as detailed on the staff support section of the change programme intranet page.</p> <p>It is also recognised that staff have different needs during periods of change and therefore staff are encouraged to discuss any specific needs and suggestions of further support that the CCG may be able to offer with their line managers and Directors. This will ensure that we have a blended approach to support our staff during this time.</p>