

RETAIL BRANCH RE-SEGMENTATION EXERCISE

Following the creation of the role of the Senior Bank Manager, which removed Segment A Branch Managers, UNITE has been pushing the bank in respect of their plans for the management of Segment A branches, which were in many instances being covered by Segment A Deputy Managers with no additional remuneration or recognition. The bank finally presented proposals to UNITE in October which were announced to job holders from 21 October.

Overview of Changes

The bank announced the re-segmentation of the branch network across both brands, resulting in a reduction of Segment A, B & C branches and an increase in Segment D & E branches. The bank has also announced that Segment A branches will now be managed by Segment B Branch Managers and Deputies. These changes will have impacts across the management structures in many branches and the key issue for the union through the consultation process was the treatment of the impacted managers.

Segment A Branches

UNITE has queried how the bank can now staff the remaining Segment A branches with a B Branch Manager and Deputy B Branch Manager and what justification there is for such a move. RBS has responded that Senior Bank Managers will normally be in the Segment A branch 2/3 days a week providing support to the new management structure.

UNITE believes that this is an unfeasible and unreasonable demand to make upon the SBMs, as well as creating an unrealistic Branch Manager expectation and the reality will be that this support does not materialise, will cause confusion in terms of who is the manager and who has authority in the branch, which gives rise to the argument that the bank is simply managing Segment A branches on the cheap with B Branch Managers & B Deputy Branch Managers.

It also raises the question of why would B Branch Managers & Deputy B Branch Managers want to manage Segment A branches with more customers, higher targets etc when the rewards are no greater?

UNITE will continue discussions with the bank in respect of this issue and urge a re-think in how Branch Managers and Deputy Branch Managers in Segment A branches are rewarded for managing flagship outlets in the retail network. Any Segment B Branch Managers or Deputy B Branch Managers unhappy at being asked to manage a Segment A branch should contact UNITE.

Working Out of Level

If a branch downgrades as a result of the re-segmentation exercise, if the existing BM &/or Deputy remain in the branch they will retain their current grade, terms & conditions, salary, salary range etc. Individuals will not be downgraded and will suffer no detriment although it is recognised that many members will not welcome fulfilling a role more junior to their grade. For example where a Segment B branch downgrades to a Segment C the individual will remain as a Segment B BM, but will manage the Segment C branch and the associated target.

UNITE has raised concerns that where these managers exceed their target they could potentially be advised that as they are working out of level they cannot achieve higher than a level 3 rating due to being more senior than the role they are fulfilling or even that hitting target could result in a level 2 rating for the same reasons.

Further concerns have also been raised in respect of Peer Group Relativity and what represents a comparable Peer Group. The

bank in addressing these concerns has confirmed that in circumstances where a manager is fulfilling a role more junior than their grade, that they would be measured against the target for the branch (i.e. using the previous example a Segment B BM would manage a Segment C branch with a Segment C branch CVP target and associated objectives) and performance would be assessed against this target and objectives for the lower graded manager, thus ignoring the factor of working out of level.

The bank further confirmed that individuals in these circumstances would not have a natural Peer Group and would be managed, for the purposes of Performance Management and Peer Group Relativity, separately.

Where roles become available at the correct grade at another branch, the bank has agreed that those managers working out of grade should be considered first, providing the branch with the vacancy is within reasonable travel etc.

Vacant Roles

Where there are vacant roles as a result of the re-segmentation, then transfers of over-graded managers should be considered first.

During consultations the indications from the bank were that any vacant roles following the appropriate transfer of over-graded managers would be advertised locally. RBS has since stated that members of staff that have been covering the jobs to date may in some instances be confirmed into role.

This is not a position supported by UNITE, as whilst current job role incumbents would be clear favourites to successfully apply for the vacant roles, these roles should be advertised. UNITE argues that in not doing so represents a breach of the bank's internal job advertisement policy. All remaining vacancies will be advertised locally within the Regional Manager Territory.

Any members who believe that they have been unreasonably denied an opportunity to apply for a vacant job role should contact UNITE.

UNITE Comment

In summary, as a result of the re-segmentation exercise there are no redundancies, no downgrades, no impacts upon pay, reward, terms or conditions and any branch moves will have to take into account personal circumstances, travel etc.

No members should be worse off as a result of the exercise in terms of remuneration (both now and in the future), performance management, opportunities, training, terms and conditions etc.

Whilst RBS will periodically restructure the segmentation of the branch network, this is the single biggest exercise for a number of years and UNITE continues to harbour concerns in respect of the management of Segment A branches and will continue to pursue these issues.

UNITE also holds significant concerns in respect of the impact upon Branch Manager Roles in light of the Retail Transformation Programme announcement.

UNITE does welcome the measures introduced to ensure that those Branch Managers & Deputy Branch Managers working out of level are not disadvantaged, although it is important to ensure that these principles are adhered to fully.

Any members with concerns regarding the impact of the re-segmentation exercise upon them should raise these in the first instance with their Senior Bank Manager; however if these are unresolved please contact the UNITE helpline or e-mail rbsinfo@unitetheunion.org

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