



# **Group Manufacturing – Debt Management and Fraud Operations (DMFO) Southend**

## **BACKGROUND AND RATIONALE**

As part of the recent announcements regarding the restructure of Group Manufacturing Operations, the bank also announced changes impacting the Collections & Recoveries Area in Southend.

The proposal was that those working at Technical Specialist and Manager 1 level would be mapped to the higher Appointed A level with a requirement to fulfil the requirements of the Future Leaders Programme (FLP). Post announcements the bank subsequently put impacted staff through a competency based interview selection process for the Appointed A role.

Members may recall Unite's newsletter at the time where we outlined our concerns over the suitability of roles, however the bank maintained the position that these roles represented Suitable Alternative Employment (SAE) and were confident that most individuals would be successful at interview.

At the time Unite reached a position with the bank whereby if individuals or the bank had serious concerns about performance in the role, e.g. if they had failed FLP or were falling short on a number of competencies, then a 12 week window to opt out of the role and seek redeployment opportunities would be provided at the bank's discretion.. Unite had remaining concerns about how this would work in practice and whether individuals who were not performing ultimately would become subject to the reaching performance procedures.

### **Outcome of Selection and Next Steps**

The bank have now advised that of those who undertook the competency based interview there was a fail rate of 92 per cent. Through ongoing consultation with your trade union the bank have now reviewed the position, albeit they still believe that the roles are suitable roles. The bank are also confident that given the correct level of training, support and coaching, that the majority of those individuals who recently failed the assessment will succeed in the new Appointed A role and will reach the requirements of the FLP. A robust training and development plan will be put in place for a six month period, during which time individuals will be regularly reviewed. It is anticipated that most individuals will be re-assessed at the four month period or at a time when the bank and the individual agree they are ready for reassessment, up to a maximum development period of six

months. Individuals will not be subject to Reaching Performance Procedures at any time during the development period or in the event that they fail the re-assessment.

Many members will welcome the opportunity to develop into a new role and to increase their knowledge and learn new skills. Whilst Unite welcome the bank's commitment to support members, there is a concern that some individuals, having already failed the assessment, may either lack confidence in their ability to undertake the role or may have real concerns at the prospect of going through a six month development plan.

In this regard we have worked hard to reach a revised position, whereby all employees at their initial 1:1's with their manager will have been asked to express their preferred option, i.e. to continue and develop in the role or if there are concerns, to step down or seek redeployment which may

ultimately result in compulsory redundancy (CR). The bank have committed to engaging further with Unite at which time they will provide an overview of preferences and decisions will be made on whether it is viable to release individuals who have expressed a preference to seek redeployment potentially leading to CR, without the requirement to commence a period of training and development.

For those members who decide to continue with the development programme a review of their performance in role against the development plan will take place at the four

month period. Again if there are concerns then consideration will be given to either step down or redeployment with CR as a last resort. For those who are doing well a decision will be made on whether to put them through the reassessment at the four month stage. At the end of the six month period a full assessment including on the job assessment, competency based interview and role play activity will be undertaken. For those members who pass they will be appointed permanently to role, those who fail will again have the option to step down or redeploy with CR being a last resort.

## UNITE COMMENT

Unite do not support the bank's view that these roles are Suitable Alternative roles. However, through continued engagement with the bank we feel we have managed to reach a revised position which affords our members some reassurances in the event that they have difficulties achieving the required standards of the new role, whilst at the same time giving those who welcome the challenge the best opportunity to be a success. We will continue to engage with the bank through ongoing dialogue and will be watching the situation closely

Any members, who are uncomfortable with any aspect of this proposal, should raise concerns with management in the first instance. The bank has committed to supporting staff at local level to overcome any problems, however in the event that issues remain unresolved, members should contact the union for advice and support by contacting the RBS Helpline or speaking to your local workplace representative.

## Not a Member?

Join Unite's two million members and have a voice in the workplace, as well as receiving support, advice and representation, for £10.96 per month for full time staff and £4.98 per month for part time staff working less than 20 hours a week. Membership forms can be obtained by phoning

**0845 850 4242**

or you can join on-line at

**[www.unitetheunion.com](http://www.unitetheunion.com)**



**ALISON MACLEAN AND STUART DAVIES – JOINT LEAD OFFICERS**

**UNITE RBS HELPLINE: 0870 241 4425**