

# Review of Public Administration

The Northumberland Experience

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# The Northumberland Experience

- Background
- Significant Differences
- Same Challenges

# Crucial successes

- HR joint working
- HR protocol
- Severance approach
- Consultation and communication infrastructure
- HR Advisers toolkit (more later)

# Some Basics

- HR will be one of the most complex areas (if not the most complex) so get some resources
- Don't allow Project Management to become the tail wagging the dog
- Push for early release of any legislation and/or statutory guidance – *does TUPE apply, is there a 'continuing' Council?*
- Work together but agree a final arbiter if possible
- Keep written records in good order

# HR Roadmap/Toolkit

- Interim People Management Protocol (to be agreed by all 26 authorities)
- Managers Guidelines – RPA HR Issues
- HR Timeline
- HR Workplan

# HR Roadmap/Toolkit cont.

- Recruitment Code of Practice
- Generic Job Description Template
- Vacancy Controls System (Detailed Guidance)
- System for Filling Posts in New Structures (and in current ones)
- At Risk Posts
- RPA – Severance Scheme / Compensation Arrangements
- Detriment Arrangements

# HR Roadmap/Toolkit cont

- RPA Alternative Employment Policy
- Frequently Asked Questions
- Tips and Hints for HR Staff
- Outplacement Initiatives
- Organisational Development

# 'Things to do list' while you are waiting

- Tidy up personal files/housekeeping
- Look for accelerator projects e.g. combine payrolls; establish the HR function (virtually?)
- Draft appointment statements...how many variations? TUPE, assimilation, promotion etc – which terms and conditions?
- Work with transactional HR to get processes in place
- Become a TUPE expert!

# Things To Do cont.

- Consider structure design to (at least) Head of Service level
- *How will you recruit to these posts, who will do it?*
- *Budget led, service led or employee led structures?*
- *Grading; recruitment processes; early retirements*
- Draft outline compromise agreements

# Hints and Tips

- There's less time than you think to do it
- Make friends with Legal, Finance, Auditors and Trade Unions
- Tick the programme management boxes then get on with the real work
- Interpret the Regulations/Guidance, agree, then go for it!

# Hints and Tips 2

- Records of TUPE consultations (transferor and transferee)
- You'll never please everyone all of the time
- Take a considered risk
- Don't let frustrations get in the way
- It'll all work out in the end!



Further Questions?

# Workplan

- Think logically – start to finish
- Involve staff at all levels - they know the pitfalls
- Break down into manageable chunks and allocate to named colleagues with timescales
- Review regularly and kick ass
- Post-review list too – harmonisation, ETO changes, grievances etc