

SUMMARY REPORT

WORKSHOP FOR CHIEF EXECUTIVES AND HR PRACTITIONERS

**HUMAN RESOURCE IMPLEMENTATION ISSUES THROUGH REORGANISATION LEARNING
FOR LOCAL GOVERNMENT**

HELD ON

WEDNESDAY 29 JULY 2009

In Lagan Valley Island, Island Civic Centre, Lisburn



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1.0 INTRODUCTION

This report provides a summary of the joint Public Service Commission (PSC) and Local Government Staff Commission (the Commission) workshop held for chief executives and HR practitioners entitled 'HR Implementation Issues Through Reorganisation – Learning for Local Government'. The event was hosted on 29 July 2009.

1.1 Background

Following the joint conference held in December 2008 in relation to communication issues implicit in the reorganisation of the public sector in Northern Ireland, it was agreed that the PSC and Commission would organise a workshop for local government focussing on HR implementation issues.

1.2 Objective for the Workshop

The objective of the workshop was to assist chief executives and HR practitioners to identify key human resource issues arising from the implementation of local government reform in order to prepare HR Implementation Plans for Transition Management Teams and Transition Committees.

The focus is to ensure that any significant HR developments leading up to May 2011 are aimed at, or are at least consistent with, ensuring a successful transition to new council structures, ie: ensuring that the right employees are in the right place at the right time.

Representatives from the health sector, library service and North East England, who had experience of recent large scale reorganisation in Northern Ireland and England, were asked to present case studies based on their experience and facilitate the discussion at the Workshop.

A research report funded by the Public Service Commission and the Office of the First Minister and Deputy First Minister entitled "Review of the Effectiveness of Communication in relation to the Implementation of the Review of Public Administration (RPA); the Views, Attitudes and Experiences of Health and Social Care Staff Affected by the RPA; and Other Associated Issues" was also used as a source document for the Workshop.

2.0 ATTENDANCE

The event was attended by over 100 delegates from 25 of the 26 councils and other local government organisations. A list of delegates is included at **Appendix A**.

3.0 PROCESS AND OUTPUTS

The process and outputs for the workshop were discussed and agreed in advance with the PSC, the Commission and the facilitators as follows:

3.1 Process

- Overview of the outcomes of the review of the implementation of the RPA in health and social care
- Presentation of case studies from experiences of public sector reorganisation
- Identification of issues which require action by the Commission and PSC
- Scope the HR issues to be addressed, carry out a prioritisation exercise and establish a framework for action.

3.2 Outputs

- Increased awareness/knowledge of the HR implementation issues arising from local government reform
- Preparation of a HR plan to be implemented by Transition Management Teams and Transition Committees
- Preparation of issues which require future action by the Commission, PSC and Local Government Reform Joint Forum
- A Summary Report to be prepared for wider circulation.

4.0 WORKSHOP PROGRAMME

The workshop programme was designed as a three stage process as follows (A copy of the Workshop Programme is included at **Appendix B**):

4.1 Stage 1

Setting the context by providing delegates with an opportunity to gain insight into:

- the status of the NI Executive Guiding Principles (A summary is included at **Appendix C**)
- the key HR issues that emerged from the research in relation to the implementation of the RPA in Health and Social Care
- the establishment of the Local Government Reform Joint Forum (the Joint Forum) and agreed HR implementation priority issues

4.2 Stage 2

A case study based overview of public administration reorganisation processes was presented for four differing perspectives ie:

- Health Sector - South Eastern Health and Social Care Trust
- Library Service - NI Library Authority
- Unitary Authority - North East Regional Employers' Organisation
- Trade Union - NIPSA

The presentation of the case studies provided examples of the key human resource issues to be addressed when planning and implementing a reorganisation process.

4.3 Stage 3

This session provided an opportunity for participants to discuss the case studies in detail and the facilitators provided further points of information and clarification.

The key HR issues were identified and the Commission undertook to prioritise these into an outline framework to which a timebound action plan would be added.

5.0 SUMMARY OF KEY POINTS

It was recognised that there is a balance between the needs of the individual Transitional Committees and those of the existing Councils that will continue to function and deliver their services during the period of change.

The key points and associated issues raised during the workshop and subsequent discussion are summarised as follows:

5.1 Setting the Context and Overview of the Northern Ireland Executive's Principles as Recommended by the Public Service Commission

- The NI Executive has to date accepted all of the Principles submitted by the Public Service Commission.
- As the Principles have been accepted by the NI Executive and are now Government policy, the Public Service Commission considers that they should now be referred to as the 'NI Executive Principles as recommended by the Public Service Commission'.
- The NI Executive has circulated the Principles to all RPA-affected employers and has prepared accompanying Codes of Practice and Guidance Notes to give practical advice to those who will manage the implementation of the changes.
- Arlene Foster, the then Environment Minister, gave a commitment in her statement to the Assembly on 31 March 2008, that the NI Executive Principles would be central to the approach to all human resource issues that arise during the implementation of local government reform.
- Minister Wilson reaffirmed this commitment in his written statement on 30 June 2009 stating that the Staff Commission will play a key role in monitoring compliance with these Principles in local government throughout the reform process.
- Implementing the NI Executive's Principles is therefore not an option but a requirement. For example, with respect to filling new or substantially new posts in new organisations formed as a result of the Review of Public Administration in the Health sector, the new Libraries Authority and the Education sector, the Public Service Commission has successfully defended the position set out in the fourth Principle ie that "at risk" staff should have the opportunity to apply for these positions in the first instance. The fourth Principle highlights that, where there is a potential redundancy situation, external recruitment as a matter of first resort is unreasonable and frustrates the primary objective of safeguarding the interests of staff.
- The Public Service Commission will continue to work with all those involved in local government reform and will build on existing partnerships with the Local Government Staff Commission and others to ensure that the Principles are applied fully and consistently throughout local government during the reform process.
- Full details of the work of the Public Service Commission and copies of legal opinion received can be found on the website www.pscni.gov.uk . A summary of the NI Executive Principles as recommended by the PSC can be found at **Appendix C**.

5.2 HR Issues in Relation to the Implementation of the RPA in Health and Social Care

- The effect of major change in health and social care manifested itself with short term negativity amongst staff with those furthest from the decision making processes affected most.
- It is important to clarify the 'change terrain' by identifying who is/is not affected, timing the major change phases and understanding the impact of other external initiatives.
- Build new organisations/teams as soon as possible by devising new staffing structures (and locations), embedding the new identity and building collegiality within the new structures. This also provides an opportunity to identify best practice and value staff.

- Recognise that there is a balance to ensure service continuity whilst achieving ambitious service delivery targets in order that delivery efficiency savings are made alongside RPA.
- Ensure equality and equity of treatment in all job opportunities and appointment processes, relocation of staff and services/facilities.
- Capacity building is required to enhance skills pre and post reorganisation to meet the needs of new roles, skills and competences, new models of working and strengthen the corporate memory.
- Staff welfare needs to be protected to ease reticence about expressing difficulties experienced, fear of job insecurity and appropriate levels of support must be provided for staff through appointment processes, etc.
- The development of HR guidance and the boosting of HR resources needs to be addressed at an early stage by assessing the HR related support requirements (including staff information, welfare, IT, etc) and the HR implementation plan.

5.3 The Local Government Reform Joint Forum (Joint Forum) and HR Implementation Issues

- The purpose of the Joint Forum, as agreed by the Strategic Leadership Board in May 2009, is to: *'facilitate consultation and negotiation between Employer and Employee representatives on a range of HR related issues that are cross sectoral in nature...'*
- The scope of the Joint Forum will extend to the staff employed in the 26 district councils (inc. Group Committee staff, arc 21 and SWaMP 2008) and all identified staff employed in the transferring functions.
- Each Side of the Joint Forum ie the Employers' and Trade Unions will have 7 members representing those under the scope of the Joint Forum.
- Joint Forum members have agreed an Independent Facilitator to chair the meetings. Paul O' Brien, Chief Executive, APSE has been appointed to this role which also includes fostering and maintaining a disciplined approach having regard for high standards of procedure, behaviour and ethics.
- The operating arrangements include meetings normally held fortnightly and any decisions issued to the Regional Transition Coordinating Group. Following each meeting a Joint Communication Bulletin is issued and disseminated to all affected groups in line with the overall RPA Communications Policy.
- Joint Forum members have identified priority HR Implementation issues and are currently considering:
 - ✓ Introduction of a Vacancy Control System
 - ✓ System for Filling Posts in New Organisations
 - ✓ Staff Severance Scheme
 - ✓ Developing a protocol on local negotiations for RPA issues at Transition Committee level.
- Future areas to be addressed have been agreed and are detailed in a prioritised Workplan, the next tasks include agreeing the principles and arrangements for the transfer of staff.
- Details of the work of the Joint Forum can be found on the Staff Commission's website <http://www.lgsc.org.uk/new-initiatives/local-government-reform-joint-forum-/>

5.4 HR Issues in the Reorganisation of the Health Sector

- Assess and audit the culture of each of the joining 'parts' and use this knowledge as part of the strategy for highlighting and recognising the differences between organisations. Organisational change is about producing effects which are bigger than the sum of the joining parts, finding new and more effective ways of delivering services. This approach reduces the feeling of 'takeover'.
- Create and communicate the vision and purpose of the transition, making allowances for the differing perspectives on the change held by different and influential managers, unforeseen setbacks and competing pressures and doubt from some over the likely benefits to accrue.
- Provide support for staff, if possible establish a central resource to enact the change and work in partnership. Assess and deal with the disturbance in the system in both human and system terms.
- Communicate more than you think you need to by providing clear, consistent, factual and fresh information to help staff understand the implications. Attend to rumours in whatever way you can and be prepared to react to issues raised and if necessary change tack. Do not underestimate the importance of visibility and face to face communication.
- Manage the competing priorities, in health these included, Agenda for Change, Comprehensive Spending Review, Ministerial directions, etc. The impact of these meant that there was no control over some timescales.
- Ensure that HR and Finance are properly geared up for the change at an early stage.
- Review what has happened and measure the impact at key milestones. Staff surveys are important. React positively to good suggestions.
- Be flexible!

5.5 HR Issues in the Creation of the NI Library Authority

- Communication networks were set up at an early stage to engage constructively with all staff. The use of workshops, newsletters and face to face meetings were used to communicate the vision, strategy, etc.
- Dedicated Implementation Team established to oversee transition change process included senior HR representation and was critical to the successful transition.
- Early establishment of consultative forum with TUs considering specific HR implementation issues throughout the transition period ensuring constructive engagement with all relevant parties.
- The development of a timely and robust HR Project Plan and early agreement on the Libraries NI structure meant there was clarity around issues such as the staff transfer scheme and change management programmes.
- The barriers included issues such as location of new HQ function, staffing and resources to backfill those involved in transition, vacancy control, early retirement and voluntary severance.

5.6 Trade Union Perspective

- There needs to be timely and full engagement with TUs as stipulated in the NI Executive Principles and Guidance issued by the DoE. For example a commitment to engage on procedures that minimise the location issues for staff. The Joint Forum is drafting a protocol for local consultation and negotiation at Transition Committee level and this is a start.
- There must be full and unequivocal application of the NI Executive Principles. Government has given a commitment to protect staff interests, it is up to local government employers to fulfil that obligation. The Public Service Commission was established as part of the process to protect staff interests, included as part of it's role is oversight of the smooth transfer of staff to new organisations – the TUs must and will be prepared to utilise this role more so than what occurred in Health Phase 1.
- Clear, concise and regular direct communication, following TU consultation, is required so that staff know what options/opportunities exist for them. TUs must also be more proactive in engagement with members affected by the RPA by engaging with Government, NILGA and the employers and in particular greater engagement with the membership should help to 2011 and beyond.
- There needs to be proper resourcing of the change process both in providing the funds required to manage the transition and releasing staff to enable them to fulfil their duties as part of the reform process, eg membership of Joint Forum.
- There needs to be early identification of those posts that are genuinely 'at risk' under RPA.
- Trade unions are seeking absolute guarantees on no compulsory redundancies and full protection of all terms and conditions.
- Learn the lessons from other Sectors, Health, NI Library Authority, Education and especially the research into the implementation of the RPA in the Health Sector.

5.7 Local Government Reorganisation in England

- A joint staff communications strategy covering all the affected authorities was developed at a very early stage so that all affected employees would hear the same key messages, at the same time.
- The timescales for local government reform commenced in October 2006 when the councils in 2 tier areas were invited to submit proposals for unitary status. Successful bids were notified March 2008 and the new Unitaries were established on 1 April 2009.
- Evidence suggests that the councils who determined detailed staffing structures at an early stage managed the transition more effectively.
- In terms of staffing issues the key issues were:

TUPE It applied in full to all staff, therefore not just terms and conditions but working arrangements as well. Where there is a need to harmonise terms and conditions how long does TUPE apply?

Severance 2006 Compensation Regulations resulted in different policies being adopted and the CLG determined they were not contractual and so not covered by TUPE. Can they be harmonised before 2011?

<u>Senior Appts</u>	Chief executive appointments were through open competition but councils used their discretion in appointing Director level posts. There were retention issues for senior staff most 'at risk'.
<u>Trade Unions</u>	Recognised the need to work with TUs in the interests of staff and effective service delivery but engagement was not always effective or consistent. TUs need new structures as well.
<u>Equal Pay</u>	The implementation of job evaluation was mixed – some councils had completed some had not, different job evaluation schemes existed in different organisations. Different pay and grading structures resulted in different rates for the same job. As a consequence Northumberland currently embarking on a new JE exercise for 22,000 employees with substantial cost implications.

- Post implementation issues include staff appointments – some unitary authorities are commencing 4th tier appointment in Sept 2009.

5.8 Organisational Development and Local Government Reform

The core value and principles of organisational development intervention tools and techniques are:

- Respect and inclusion
- Collaboration
- Authenticity
- Self awareness
- Empowerment

Organisational development underpins the following activities:

- Promoting cultural change
- Leadership
- Change management
- Service improvement
- Improving whole organisational performance

6.0 KEY PRIORITIES

As a result of the discussion in Stage 3 of the workshop the following key priorities were identified as action points:

- Communication and consultation infrastructures
- Designing detailed staffing structures
- Identifying 'at risk' posts
- Agreeing job descriptions/person specifications and grading posts
- Filling of posts in the new council structures
- Agreeing severance approach
- Managing voluntary redundancies, early retirements
- Agree key policies (capability, disciplinary and grievance)
- Organisational development and cultural change

7.0 WAY FORWARD

A suggested timetable for implementation is detailed below.

Consideration of the report by:

- | | |
|--|----------------|
| ➤ the Public Service Commission | September 2009 |
| ➤ Regional Transition Co-Ordinating Group (RTCG) | October 2009 |

Study Visit to NE England learn lesson of LGR	September 2009
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Complete prioritised HR Action Plan	November 2009
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Consideration of Report and prioritised HR Action Plan by:

- | | |
|-------------------|--------------|
| ➤ The Commission | October 2009 |
| ➤ The Joint Forum | October 2009 |

Partner PSC and other bodies to provide a Local Government Conference focusing on 'People Issues Through Change'	December 2009
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Revisit workshop outcomes and HR Action Plan	March 2010
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**WORKSHOP FOR CHIEF EXECUTIVES AND HR PRACTITIONERS
'HR Implementation Issues Through Reorganisation – Learning for Local
Government'**

**Wednesday 29 July 2009
Chestnut Suite, Lagan Valley Island, Island Civic Centre, Lisburn**

DELEGATE LIST

Elaine Magee	Antrim Borough Council
David McCammick	Antrim Borough Council
George Craig	Arc21
John Quinn	Arc21
Ashley Boreland	Ards Borough Council
Rosemary McCullough	Ards Borough Council
Karen Baxter	Armagh City and District Council
John Briggs	Armagh City and District Council
Carol Corvan	Armagh City and District Council
Anne Donaghy	Ballymena Borough Council
Rodger McKnight	Ballymena Borough Council
John Dempsey	Ballymoney Borough Council
Joan Kinnaird	Ballymoney Borough Council
Christine Allister	Banbridge District Council
Sharon Currans	Banbridge District Council
Deborah Kelly	Banbridge District Council
Eamonn Kelly	Banbridge District Council
Emma Walker	Banbridge District Council
Catherine Christy	Belfast City Council
Cllr Tom Hartley	Belfast City Council
Kevin Heaney	Belfast City Council
Jackie Leslie	Belfast City Council
Edwin Campbell	Castlereagh Borough Council
Heather Currie	Castlereagh Borough Council
Edward Patterson	Castlereagh Borough Council
Alan Cardwell	Carrickfergus Borough Council
Ian Eagleson	Carrickfergus Borough Council
Lynn Gordon	Carrickfergus Borough Council
Anne Lennon	Coleraine Borough Council
Roger Wilson	Coleraine Borough Council
Ivor Paisley	Cookstown District Council
Michael Docherty	Craigavon Borough Council
Raymond Donnelly	Craigavon Borough Council
Petra McGuirk	Craigavon Borough Council
Sinead McGlone	Derry City Council
Valerie Watts	Derry City Council
Angela Fitzpatrick	DOENI
Jackie Lambe	DOENI
Ian Maye	DOENI

Brian Moreland	DOENI
John McGrillen	Down District Council
Catrina Miskelly	Down District Council
Alan Burke	Dungannon and South Tyrone Borough Council
Brendan Currie	Dungannon and South Tyrone Borough Council
Iain Frazer	Dungannon and South Tyrone Borough Council
Rodney Connor	Fermanagh District Council
Tom McCabe	Fermanagh District Council
John Dawson	GMB
Bill Patterson	Labour Relations Agency
Liam Flanigan	Limavady Borough Council
Sandra Kelly	Limavady Borough Council
Sinead Clarke	Lisburn City Council
Caroline Magee	Lisburn City Council
Aoife Hanly	Local Government Management Services Board
Oliver Gibson	Local Government Staff Commission for NI
Brian Hanna CBE	Local Government Staff Commission for NI
John Hanna	Local Government Staff Commission for NI
Janet Hawkins	Local Government Staff Commission for NI
Maurice Jennings	Local Government Staff Commission for NI
Adrian Kerr MBE	Local Government Staff Commission for NI
Linda Leahy	Local Government Staff Commission for NI
Wavell Moore	Local Government Staff Commission for NI
Eamon Mullan	Local Government Staff Commission for NI
Lisa O' Neill	Local Government Staff Commission for NI
Lorna Parsons	Local Government Staff Commission for NI
Diana Stewart	Local Government Staff Commission for NI
JJ Tohill	Magherafelt District Council
Florence Wilson	Magherafelt District Council
Richard Lewis	Moyle District Council
Brid Lofthouse	Moyle District Council
Eddy Curtis	Newry & Mourne District Council
Thomas McCall	Newry & Mourne District Council
Catherine Sweeney	Newry & Mourne District Council
Andrea McCooke	Newtownabbey Borough Council
Neal Willis	Newtownabbey Borough Council
Pat Baker	NIPSA
Bumper Graham	NIPSA
Connor Haughey	NIPSA
Wendy Monson	North Down Borough Council
Trevor Polley	North Down Borough Council
Mick Brodie	North Eastern Regional Employers Organisation
Peter Cameron	North Eastern Regional Employers Organisation
Jill Rouse	North Eastern Regional Employers Organisation
Frank McGuigan	Northern Ireland Housing Executive
Mary Walker	Northern Ireland Library Authority
Nick Cook	Northumberland County Council
Rosemary Rafferty	Omagh District Council
Bernard Cullen	Public Service Commission

Susan Dornan	Public Service Commission
Jim McCusker	Public Service Commission
Sid McDowell CBE	Public Service Commission
Gillian McKeown	Public Service Commission
Brenda McLaughlin CBE	Public Service Commission
Desmond Mitchell	Public Service Commission
Collim Patton	Public Service Commission
Eileen Beamish	Social Research Centre
Eamonn Molloy	South Eastern Health and Social Care Trust
Paula Donnelly	Strabane District Council
Philip Faithfull	Strabane District Council
Jim Parker	Unite

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Chestnut Suite, Lagan Valley Island, Island Civic Centre, Lisburn

PROGRAMME

- 9.45 am Registration**
Tea/Coffee
- 10.00 am Welcome**
Setting the Context and Overview of the Guiding Principles
Sid McDowell, Chairman, Public Service Commission
- 10.15 am Overview of the HR Issues in Relation to the Implementation of the RPA
in Health and Social Care**
Eileen Beamish, Director, Social Research Centre
- 10.30 am The Local Government Reform Joint Forum HR Implementation Issues**
Roger Wilson, Chief Executive, Coleraine Borough Council
- 10.40 am HR Issues in the Reorganisation of the Health Sector**
Eamonn Molloy, Director of HR and Corporate Affairs
South Eastern Health and Social Care Trust
- 11.05 am HR Issues in the Creation of the NI Library Authority**
Mary Walker, HR Manager, NI Library Authority
- 11.30 am Tea/Coffee Break**
- 11.50 am Trade Union Perspective**
Bumper Graham, Assistant General Secretary, NIPSA
- 12.05 pm Local Government Reorganisation in England**
Mick Brodie, Director, North Eastern Regional Employers Organisation
- 12.25 pm Question and Answer Session**
- 12.50 pm Closing Remarks**
Brian Hanna, Chairman, The Local Government Staff Commission for NI
- 1.00 pm Close of Morning Session and Lunch**

DEVELOPING A ROADMAP FOR LOCAL GOVERNMENT HR IMPLEMENTATION ISSUES

1.45 pm Introduction
Adrian Kerr, Chief Executive, Local Government Staff Commission

1.50 pm HR Implementation in Local Government Reorganisation

The Practical HR Issues for Local Government

HR Practitioners from the North East of England with experience of local government reform:

- Nick Cook, Director of Corporate Services, Northumberland County Council
- Mick Brodie, Director, North East Regional Employers Organisation
- Jill Rouse, Head of Workforce Strategy, North East Regional Employers Organisation
- Peter Cameron, Associate, North East Regional Employers Organisation

3.00 pm Discussion and Way Forward

3.30 pm Close

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**NI Executive Principles
as recommended by the Public Service Commission
www.pscni.gov.uk**

First Guiding Principle and Associated Recommendations – An Effective Communication Strategy

(accepted by Government on 7 July 2006)

Recommends that arrangements are put in place to ensure that staff are communicated with effectively about the RPA process.

Second Guiding Principle and Associated Recommendations – Managing Vacancies Effectively in Existing Organisations

(accepted with commentary by the NI Executive on 17 January 2008)

Recommends that existing employers should implement vacancy management schemes and avoid creating new posts in order to meet statutory obligations to reduce the likelihood of redundancy arising.

Third Guiding Principle and Associated Recommendations – Staff Transfers

(accepted with commentary by Government on 6 December 2006)

Deals with statutory rights to transfer including the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), Pension Rights and dispute resolution. The Code of Practice on Staff Transfers has been developed and is available from www.rpani.gov.uk

Addendum to Third Guiding Principle – Selection of Staff for Transfer

(accepted by the NI Executive on 27 September 2007)

Recommends that a range of factors including the preferences and circumstances of the employee and the needs of the business are taken into consideration.

Fourth Guiding Principle and Associated Recommendations – Filling New or Substantially New Posts in New Organisations being Created as a Result of RPA

(accepted with commentary by the NI Executive on 17 January 2008)

Deals with issues such as the order of consideration for filling vacancies in new organisations and identifying “at risk” groups of staff.

Fifth Guiding Principle and Associated Recommendations – Voluntary Severance Arrangements

(accepted with commentary by the NI Executive on 10 April 2009)

Deals with the issue of voluntary severance schemes in order to minimise the likelihood of compulsory redundancy arising.

Sixth Guiding Principle and Associated Recommendations – Employer Statutory Obligations

(accepted with commentary by Government on 16 January 2007)

Recommends that employers familiarise themselves with their statutory obligations on informing and consulting staff and their representatives.

Seventh Guiding Principle – Location

(accepted with commentary by the NI Executive on 27 September 2007)

Recommends that the Executive develops an overarching framework strategy on the location or re-location of staff in public sector jobs.

Eighth Guiding Principle and Associated Recommendations – Equality

(accepted with commentary by the NI Executive on 27 September 2007)

Reminds employers of the importance of considering equality of opportunity, the promotion of good relations and human rights when implementing RPA decisions.

Ninth Guiding Principle and Associated Recommendations – Capacity Building

(accepted with commentary by the NI Executive on 27 September 2007)

Requires employers to develop and implement a capacity building strategy to enable and support staff through the transition process.

Tenth Guiding Principle and Associated Recommendations – Reorganisation and Implementation of Change

(accepted with commentary by the NI Executive on 17 January 2008)

Deals with the issues and approaches which are required to ensure that there are effective consultative processes in place for RPA.

Note:

A number of Guidance Notes and a Code of Practice on Staff transfers have been developed and are available from the RPA website at www.rpani.gov.uk