

Pay, Bands & Job Families in IT

In a recent letter to staff the Director of Group IT commented on the fact that the 'Improving IT' project was being seen "...as something that is happening around them" and that staff "...don't all feel involved...". Such ambivalence on the part of some IT staff is only to be expected given that many of them have been through change programmes before which have proved to be ineffectual over the long term.

However, without wishing to sound like a management consultant, the 'Improving IT' Programme is a complete shift for Group IT in terms of its structure, processes, way of working and the cultural mindset that will be required in the 'New IT World'.

One area which will impact on all staff, in a way which many of the existing changes haven't, is the people and cultural implications of the Improving IT Programme. We said in our last Newsletter that should there be any changes to terms and conditions then these would be discussed with the Union. Well those discussions have begun and are, initially at least, focusing on four key areas: Performance Management, Grading, Promotions and Pay/Reward.

Grading

One of the main drawbacks of the current 4 band grading system is the lack of career progression it offers to IT staff. This problem

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manifests itself in staff being incorrectly graded for their level of contribution and responsibilities; particularly at Band TD when they should be TC, and TC when they should be at TB. We believe that this problem is now worse than it was 12 months ago since the number of promotions has been reduced. In the past LTU has suggested that this problem could be overcome by introducing more Bands. It is likely that as a result of our discussions the number of Bands will increase together with new salary scales which will apply to all staff in Group IT including those in the C&G. The position of IT staff in Scottish Widows and Offshore Banking Group is subject to further discussions but the likelihood is that they will also move to the new grading structure.

If Group IT decide to move to more Bands then an important issue, given what we have said about staff being undergraded relative to their contribution, is the readacross process. The importance of this process given the impact it

could have on individual benefits is not lost on LTU and we will be looking to make sure that no one loses out.

It is also likely that new job families, which will form the development path for individuals, will also need to be introduced to reflect the new organisational structure. The new gradings and job family structure will not be in place until July 2004.

Reward Structure

In our pay negotiations earlier this year we put forward a number of proposals that would complement the objectives of the Improving IT Programme and the implementation of the Group's Pay Policy. These were:

- Introduction of a new pay mechanism to ensure more consistent and effective recognition of experience, skills and performance.
- Introduction of worthwhile Bonus and Incentive schemes to facilitate a "high performance culture" and to ensure staff are paid at the upper quartile in Total Cash Terms.

LTU's discussions on a new Reward structure for the Group generally and IT in particular are nearing completion and we will be writing to members shortly. However, what I can say is that the new structure for 2004 will be based on the current 4 Bands.

Promotions

The IT quarterly pay and performance review process is a mess and that heightens our concern that staff are being held back in lower bands for the level of their responsibilities.

Part of creating a "high performance culture" will be the need to introduce a new promotions process that sits comfortably alongside a new

banding and reward structure. However, that new process will not be in place until next year. In the meantime, we need to fix the current system and LTU have proposed that:

- Staff should be told beforehand that their name is being put forward for a promotion/salary increase.
- Staff who are unsuccessful in getting a promotion/salary increase should be told why by their line manager.
- The results of the review process should be published by directorate so that staff can see that the system is working.
- The guidelines used by line management should be consistent and make it clear when promotions/salary increases should apply.
- All staff should have access to the guidelines.

Our proposals are still subject to further discussions with Group IT but we hope to be able to make an announcement shortly.

Voluntary Redundancy For IT Staff

Staff in IT will recall that the Director of Group IT, Igor Andronov, issued a memo to all staff offering them the opportunity to register their interest in taking Voluntary Redundancy/ Voluntary Early Retirement (VR/VER).

The table opposite sets out the number of staff who have accepted VR/VER broken down by directorate, location and band. Of the 240 members of staff who expressed an interest in taking VR/VER, 155 were accepted and 85 have been turned down at this time. The majority of staff will be leaving this year, with the remainder, some 47, being held over until 2004.

Members with any questions on the selection process should contact the Union's Advice Team on 01234 262868.

Mark V Brown
Assistant General Secretary

Expressions of Interest in VR / VER
Total Number of Approved Expressions of Interest is 155

Band	2	4	5	6	7	TA	TB	TC	TD	Totals
Function										
Application Development	0	0	0	0	1	5	18	28	1	53
Application Management	0	0	1	0	0	3	6	28	1	39
BP Wholesale & International	0	1	0	1	0	2	0	2	2	8
COO	0	0	0	0	0	1	5	8	0	14
IT Service Delivery	1	0	0	1	0	0	11	23	5	41

By Location:

Andover 8	Edinburgh 4	London 69
Birmingham 4	Gillingham 4	Manchester 32
Brighton 5	Gloucester 9	Newport 2
Bristol 4	Haywards Heath 1	Peterborough 1
Cardiff 4	Lancing 4	Worthing 4

Leaving Date:

31 October 2003	1
30 November 2003	102
31 December	5
Delayed to 2004	47

Expressions of Interest in VR / VER
Total Number of Unable to Grant 85. (There were also 12 individuals who chose to withdraw their interest).

Band	TA	TB	TC	TD	Totals
Function					
Application Development	8	0	23	2	33
Application Management	0	4	13	2	19
BP Wholesale & International	0	1	3	0	4
COO	0	1	2	0	3
IT Service Delivery	3	3	9	11	26

By Location:

Andover 4	Gloucester 3
Birmingham 2	Haywards Heath 2
Brighton 5	Lancing 3
Bristol 10	London 45
Cardiff 1	Manchester 8
Edinburgh 1	Southend 1