

LTU Advice & Support

For further advice or assistance on this, or any matter, members should phone the Union's 24 Hour Advice Line on 01234 262868 to speak to a full time official for independent, professional advice and assistance.

In addition LTU Regional Officer Stuart Rankin and LTU representatives are available on a regular basis to all staff in Telephony to help members with any questions they may have and to get your feedback.

I would welcome members views and experiences of Performance Levels as it develops and any issues we should be addressing with the Bank.

Members can contact me either by email at Nick.Holt@ltu.co.uk or on 01234 262868.

NICK HOLT
Assistant General Secretary

Newsletters by Email

LTU is offering members the opportunity to receive newsletters by Email.

We will send all newsletters for your area direct to you on the day they are sent to members by post giving you authoritative, immediate information on the issues that matter.

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20 SEPTEMBER 2005

Telephony

New Performance Levels System

As members will know we have been working with the Bank for some considerable time on changes to the Effective Levels system with a view to ensuring members benefit from the development and reward capabilities that Effective Levels was supposed to offer.

The Effective Levels system involves staff being measured on a regular basis against a number of performance targets and behaviours and, depending on their performance, being paid at one of three Levels that attract specific rates of pay i.e. 90%, 100% or 115% of the Market Indicator.

In my last Newsletter I reported that a new system would be introduced with effect from 1st October and would be renamed Performance Levels. There will be still be three Levels and these will be known as Competent, Effective and High Performing.

Staff will have a considerable lead-in period to confirm their current level in the new structure and measures we have agreed with the Bank will ensure that work that has already gone into working towards the next Level is recognised and not lost in the transition.

The new scheme will also see the introduction of minimum product sales thresholds.

For the first time in Telephony the new Performance Levels measures will be minimum national standards and

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Minimum Standards

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importantly these measures and these measures alone will be the only ones staff are judged upon.

The Bank has also agreed to end the practice of publishing lists/league tables of staff sales figures that essentially have been used as a naming and shaming device.

Whilst LTU has been broadly supportive of the system of Effective Levels its introduction has been no panacea and has not, certainly within the Telephony area, produced the level of pay progression expected. **However, we have worked closely with Telephony for the best part of a year on this new system and are confident that in its current form it will produce real improvements in development and most importantly pay.** The scheme will also be subject to annual review and negotiation to ensure the measurements are appropriate, realistic, fair and achievable.

Further details are provided inside this Newsletter.

Performance Levels

The main features of the new performance and reward system remain that:

- Staff will have a set of performance measures and behaviours for their roles against which their individual competency or effectiveness will be assessed - both monthly and quarterly.
- Depending on their level of competence, staff will be paid at one of three Levels.
- When individuals decide - in agreement with their Line Managers - that they wish to work towards the next Level, their performance will be assessed against the performance standards for that Level. If the standards are met then they will be promoted to the higher Level with an automatic salary increase.
- Conversely, if as part of the monthly assessments performance for 3 or more months in two consecutive quarters falls below the standard for their Level then staff would be subject to the Managing Performance Improvement Procedures and could ultimately drop back down to the next Level.
- The Pay Rates for Performance Level 1, Competent, is equivalent to 90% of the Market Indicator, for Level 2, Effective, 100%, and for Level 3, High Performing, 115%.

The table opposite shows the measures and minimum thresholds that will apply. Key points to note are as follows:

- **to progress between levels or maintain current level, advisors have to achieve all minimum standards for the appropriate level in each consecutive month**
- **minimum product sales to demonstrate competence in the first 6 months are cumulative over that period not monthly targets**

- **call maturity refers to the number of calls that can be matured i.e. sales handoffs are ignored from this measure**
- **negotiations on real time feedback and call coaching continues and could be introduced before the end of the year**
- **minimum thresholds will be reduced for staff working between 10pm and 6am and pro-rata for any part hours worked between these times**
- **minimum thresholds will be reduced for staff working reduced hours.**

Staff will also have to demonstrate behaviours consistent with a range of examples that reflect the Bank's central 'You First' brand values and behaviours such as integrity, respect, personal responsibility and team work. However, the behaviours cited by the Bank are purely illustrative of the sort of behaviours that should be demonstrated and is not a checklist.

One advantage of Performance Levels should be that the expectation for staff development and pay increases are clear and provide comparatively speedy and guaranteed pay progression. Under the new system staff will be expected to be Competent within 6 months of entry to the Bank and Effective in a further 3 months and therefore paid the rate for the job - 100% of MI.

MINIMUM ACHIEVEMENT THRESHOLDS 6am - 10pm							
	ENTRY	COMPETENT		EFFECTIVE		HIGH PERFORMANCE	
	Within 6 months of start date sell the minimum number of products in each line	Maintain competent level		Maintain for a minimum of 3 months		Maintain for a minimum of 6 months	
SALES PRODUCTS	Within 6 months of Start Date	<=20 Hours per week	>=21 Hours per week	<=20 Hours per week	>=21 Hours per week	<=20 Hours per week	>=21 Hours per week
		Products per month	Products per month	Products per month	Products per month	Products per month	Products per month
Credit Cards	3	19 products (min 1 per product line)	34 products (min 1 per product line)	21 products (min 1 per product line)	36 products (min 1 per product line)	22 products (min 1 per product line)	38 products (min 1 per product line)
Balance Transfers	2						
Savings	2						
Loan Handovers	20						
House Insurance Quotes	2						
Motor Insurance	2						
AVA Handovers	2	Sales to be included in the totals but min of 1 product requirement not activated till 3 full months post training		Sales to be included in the totals but min of 1 product requirement not activated till 3 full months post training		Sales to be included in the totals but min of 1 product requirement not activated till 3 full months post training	
CUSTOMER EXPERIENCE	Within 6 months of Start Date	Maintain competent level		Maintain for a minimum of 3 months		Maintain for a minimum of 6 months	
Call Maturity	75% per month	75%		78%		80%	
Open Call Transfers	80% per month	80%		80%		80%	
Real Time Customer Feedback	In development for later versions	In development for later versions		In development for later versions		In development for later versions	
Call Coaching	In development for later versions	In development for later versions		In development for later versions		In development for later versions	

Progression from Effective to High Performing would be possible after a further 6 months.

The Effective Level salary points will be as follows:

High Performing	£15,870
Effective	£13,800
Competent	£12,420
New Entrants	£11,868

Staff subject to formal stages of the disciplinary procedure, the Managing Performance Improvement Policy or the Persistent Short Term Absence Policy or who have poor compliance ratings, will be barred from progressing to the next level for the duration of the proceedings. However, any improvement period will count towards the Performance Level reviews which means staff will not have to start afresh in working towards the next level once formal action has been concluded.