

## Appendix E

### Timeline for introduction of changes

#### June – August 2013 Phase 1

20.06.13 – 01.08.13	CEO and Appointment Committee to appoint recruitment consultant and undertake recruitment of Directors
10.06.13 – 09.09.13 June & July 2013	Information sessions for whole workforce Open wider discussion and consultation with staff, customers, stakeholders and partners about the proposed new arrangements.

#### Sept 2013 – December 2013 : Phase 2

<b>Sept 2013</b>	CMT firm up the proposals based on the themes emerging from these discussions and consultations Directors work with the CEO and with HR to establish role descriptions and grades for the next level of management CMT draw up a business case for formal consultation with the next level of management Decide and take action as appropriate.
<b>Sept 30<sup>th</sup> – Oct 31<sup>st</sup></b>	Informal/formal staff consultation with 3 <sup>rd</sup> tier managers
Nov 2013	Final decisions made and communicated regarding the structure Appointment of delivery pod heads and other managers
<b>Nov 2013</b>	Preference forms for staff where may be choice of destination

#### Jan - April 2014 : Phase 3

Staff 'lift & drop into proposed new structure  
Business Process Re-engineering, focus groups etc  
Recommendations for final iteration of structure

#### May – September 2014 : Phase 4

New generic role descriptions are implemented and staff either matched or competitively matched to these roles. Where work has diminished due to streamlined processes it is hoped that the current practice of temporary appointments and internal secondments will mean that much can be achieved through natural wastage, redeployment and skill development. Where and if

selection for compulsory redundancy becomes necessary a fair and transparent process will be used.

Review and fine tuning, lessons learned