

# The Review of Public Administration Self Assessment Compliance Questionnaire

## *Report of Findings*

August 2010



# Contents

---

	Page
1. About this report	1
2. Executive summary	3
3. Approach and methodology	7
4. Survey Findings	
4.1 An Effective Communication Strategy	8
4.2 Managing Vacancies Effectively in Existing Organisations	9
4.3 Staff Transfers	11
4.4 Filling New or Substantially New Posts in New Organisations being created as a result of the Review of Public Administration	13
4.5 Voluntary Severance Arrangements	14
4.6 Employer Statutory Obligations	15
4.7 Location	16
4.8 Equality	17
4.9 Capacity Building	18
4.10 Reorganisation and Implementation of Change	19
5. Summary & Conclusions	20

# 1 About this report

---

## Background

Following the 1998 Belfast Agreement and the subsequent establishment of the institutions of the devolved government, it was decided that there should be a review of all other aspects of public administration in Northern Ireland.

The Review of Public Administration (RPA) was launched by the Northern Ireland Executive in June 2002. It was a comprehensive examination of the arrangements for the administration and delivery of public services in Northern Ireland covering almost 150 bodies, including the 26 district councils, the Health Boards and Trusts, the five Education and Library Boards and about 100 other organisations. It was anticipated that up to 100,000 employees could be affected by the process.

The Review reached a conclusion in March 2006 and the Secretary of State announced the creation of a Public Service Commission (PSC) for Northern Ireland to provide Guiding Principles and Recommendations on how issues affecting staff and transfers should be implemented through the review.

The Public Service Commission was established with the following remit;

“To make recommendations to government on the guiding principles and steps necessary to safeguard the interests of staff and to ensure their smooth transfer to new organisations established as a consequence of the government decisions on the Review of Public Administration, taking into account statutory obligation, including those arising from section 75 of the Northern Ireland Act 1998”.\*

Under this remit, the PSC has developed 10 Guiding Principles and Associated Recommendations (as listed overleaf). The aim of this survey was to assess how those organisations involved in the Review of Public Administration have complied with these Guiding Principles and Associated Recommendations as put forward by the PSC and accepted by the NI Executive. All RPA affected organisations were invited to participate regardless of what stage they were at in the RPA process.

\*Source: [www.pscni.gov.uk](http://www.pscni.gov.uk)

# 1 About this report

---

## **10 Guiding Principles**

1. An Effective Communication Strategy
2. Managing Vacancies Effectively in Existing Organisations
3. Staff Transfers
4. Filling New or Substantially New Posts in New Organisations being created as a result of RPA
5. Voluntary Severance Arrangements
6. Employer Statutory Obligations
7. Location
8. Equality
9. Capacity Building
10. Reorganisation and Implementation of Change

The PSC will use the survey findings to inform the latter stages of re-organisation which involves the Education and Local Government sectors.

### **Acknowledgement**

*We are very grateful to all the contact points in the responding organisations who took time to submit their views and opinions to this survey.*

## 2 Executive Summary

The key findings from the survey are outlined below and on the following pages. Apart from overall findings, there are particular results pertaining to each of the Guiding Principles.

### Overall

- All responding organisations were asked how their organisation had found the Guiding Principles and Associated Recommendations, regardless of whether their sector had fully completed the RPA exercise.
  - 88% (23 of 26) found them relevant;
  - 81% (21 of 26) found them useful; and
  - 62% (16 of 26) found them comprehensive.

*These results are a positive affirmation that the Guiding Principles occupy a key role within the RPA process.*

### Guiding Principle 1: An Effective Communication Strategy

- 20 of the 26 responding organisations (77%) indicated that they had a communication strategy in place. 11 of these 20 organisations (55%) had involved staff representatives in the development of the strategy.
- Of the 20 organisations with a communication strategy, two fifths had not reviewed it, while a further 35% reviewed it 3 or 4 times per year.
- 58% of all responding organisations indicated that their staff knew where to find out the Executive Guiding Principles, Guidance Notes and Codes of Practice.
- 81% of responding organisations have provided an identified point of contact for staff to which RPA specific queries can be directed.

*While it is clear that work has been invested in this area, the findings would suggest that more work needs to be done to raise awareness among staff about the Guiding Principles and how to access them.*

### Guiding Principle 2: Managing Vacancies Effectively in Existing Organisations

- 22 of the 26 responding organisations (85%) operate a vacancy management system. Of these 22 organisations:-
  - 73% consulted trade unions and other staff representatives on the timing of the introduction of the scheme;
  - 77% felt that the timing was appropriate;
  - 82% defined and published the services that were subject to the vacancy management scheme;
  - 64% consulted on the designation of 'at risk' with Trade Unions and staff representatives;



## 2 Executive Summary

### **Guiding Principle 2: Managing Vacancies Effectively in Existing Organisations Continued**

- 91% indicated that all decisions on creating new posts or filling vacancies have been documented;
- 77% have review mechanisms in place in relation to policies on managing vacancies.

*Overall, the figures suggest that vacancy management has been well organised and effected within the organisations.*

### **Guiding Principle 3: Staff Transfers**

- 13 of the 26 responding organisations (50%) have established joint employers and Trade Union consultation/ negotiation arrangements to ensure the effective management of HR issues following transfer.
- Less than one quarter (23%) of responding organisations have a staff transfer scheme in place. Of these 6 organisations:
  - 50% have implemented the scheme;
  - The main queries received have related to location and terms and conditions;
  - All 6 were satisfied/ very satisfied that information provided about the scheme was relevant;
  - 5 out of 6 were satisfied/ very satisfied that the information was timely;
  - 4 out of 6 were satisfied/ very satisfied that the information was easily understood by staff and employers.

*Of those organisations that have implemented a Staff Transfer Scheme, all were satisfied that it is relevant and the majority were satisfied that it is timely and easily understood.*

### **Guiding Principle 4: Filling New or Substantially New Posts in New Organisations being created as a result of the RPA**

- In terms of levels of satisfaction that staff in their organisations were aware that this Guiding Principle applies until a minimum of 12 months after the establishment of the new organisation or for a minimum of 12 months after the subsequent absorption of new functions into the new organisation: 38% were satisfied/ very satisfied; 46% were neither satisfied nor dissatisfied and the remaining 15% were dissatisfied/ very dissatisfied.

*In general this is an area for attention for the PSC and responses indicate that more work needs to be done.*

- 46% of all the responding organisations had consulted with the relevant Trade Unions and staff representatives on the filling of vacancies and new or substantially new posts.

*It should be noted that the remaining 54% may be largely made up of organisations who have yet to go through the RPA process. As they begin the process the PSC may need to ensure ongoing advice and support to these organisations.*

## 2 Executive Summary

### **Guiding Principle 5: Voluntary Severance Arrangements**

- 9 of the 26 responding organisations (35%) have voluntary severance arrangements in place.
- One fifth of all responding organisations considered proposals to enhance the occupational schemes available to staff to the extent that this would be necessary to ensure consistency of treatment across the sector. A further fifth did not consider any such proposals while the remaining three fifths selected the “Don’t know”/ “Not Applicable” options.

*Again the remainder of these organisations may have yet to go through the RPA process and the PSC may wish to monitor the situation and provide advice as required.*

### **Guiding Principle 6: Employer Statutory Obligations**

- 22 of the 26 responding organisations (85%) were aware of the RPA Code of Practice which provides employers with detailed information on the statutory obligations of employers relevant to the implementation of the Review of Public Administration. Of these 22 organisations:-
  - 32% were consulted on the drawing up of this Code of Practice;
  - 64% share key information and best practice across the sectors.

*It is positive to note that the vast majority of responding organisations are aware of the RPA Code of Practice and that key information and best practice is being shared across sectors.*

### **Guiding Principle 7: Location**

- 17 of the 26 responding organisations (65%) were aware of the Executive’s overarching framework to underpin decisions on location of Public Sector jobs resulting from the RPA.
- 4 out of 26 (15%) have got a location strategy in place and in 3 of these 4 organisations the strategy provides for reimbursement of reasonably incurred additional travelling or other removal expenses as a consequence of a change of workplace location on a basis which is comparable to that provided by other employers in the RPA affected group.
- 2 of the 4 organisations have advised their staff of the mechanism by which they may appeal against a change of workplace location.

*For many organisations, RPA has not yet been fully implemented and, as a consequence, these organisations do not yet have a location strategy in place.*



# 2 Executive Summary

---

## **Guiding Principle 8: Equality**

- 23 of the 26 responding organisations (88%) have an equality scheme in place.
- 8 of the 26 organisations (31%) had consulted and negotiated with Trade Unions and other staff representatives on the arrangements for implementing this Guiding Principle and Associated Recommendations.

*It should be noted that the remaining 69% may largely comprise of organisations who have not yet gone through the RPA. It is positive that the vast majority of responding organisations have an equality scheme in place.*

## **Guiding Principle 9: Capacity Building**

- 11 of the 26 responding organisations (42%) have developed a capacity building strategy and 7 of these organisations have implemented this strategy.
- 8 of the 11 organisations (73%) indicated they had co-operated and collaborated at sectoral level during the development and implementation of the capacity building strategy. However, 0 respondents indicated co-operation and collaboration at cross-sectoral level.

*While the majority of responding organisations indicated co-operation and collaboration at sectoral level, none of this was at cross sectoral level which may indicate that more work needs to be done in this area.*

## **Guiding Principle 10: Reorganisation & Implementation of Change**

- 20 of the 26 responding organisations (77%) indicated they had adopted a collaborative approach for the implementation of RPA, which actively engages staff, Trade Unions and other staff representatives and encourages their participation throughout the change process.
- 21 of all 26 organisations (81%) have appropriate and robust mechanisms and structures in place to facilitate effective employment relations at both central and local level.
- 15 of the 26 organisations (58%) have an implementation plan and two thirds (10 out of 15) said their plan was reviewed and monitored.

*Overall respondents have indicated that staff and their representatives are actively engaged in the change process.*

# 3 Approach and Methodology

In March 2010 the Public Service Commission (PSC) commissioned the Human Resource Consultancy Services (HRCS) branch of NISRA to undertake a survey. The survey asked specific questions relating to compliance with the Review of Public Administration (RPA) Guiding Principles and the relevancy, usefulness and comprehensiveness of the guidance.

DFP Corporate HR provided a list of identified contact points in each of the organisations involved in the RPA to be issued with a survey. This was the most up date distribution list available at that point in time. In general, the contact points were either HR personnel or individuals working in the team managing RPA implementation. The covering letter accompanying the survey requested that if the recipient was not the appropriate person to complete the survey then it be forwarded to the relevant individual within the organisation.

It was emphasised that, in order for the analysis to be meaningful, it was important that all sectors participated in the survey regardless of what stage they were at in the re-organisation process.

### Timescales and Response Rate

The on-line questionnaire was issued by e-mail (with link) to 54 contacts involved in the RPA. The questionnaire went live on 19th May 2010 and remained open for 3 weeks until 8<sup>th</sup> June 2010.

Two reminders were issued, the first on 26th May and the second on 1st June. By the closing date 26 organisations had responded giving an overall response rate of 48%. This is broadly comparable to other surveys of this nature.

The profile of the 26 responding organisations by sector is shown in Table 1.

### Results

The survey findings are presented in summary tables and comment boxes in Section 4 of this report.

Many useful comments were submitted as part of the survey returns and, while these are not included in this main report, they have been fed back to the PSC in an anonymised format.

*Note: The percentages in the tables may not sum to 100% due to rounding.*



<i>Table 1: Profile of Responding Organisations by Sector</i>	Number
Health	2
Education	6
Local Government	13
Central Government (i.e. DOE, DRD, DSD, DFP etc)	5
<b>Total</b>	<b>26</b>

# 4.1 An Effective Communication Strategy

<i>Does your organisation have an RPA Communications Strategy in place?</i>		
	Number	%
Yes	20	77%
No	2	8%
Don't know	4	15%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>Were staff representatives involved in the development of the Strategy?</i>		
	Number	%
Yes	11	55%
No	9	45%
<b>Total</b>	<b>20</b>	<b>100%</b>

*What means of communication on the RPA have been adopted in your organisation?*

3 out of 26 responding organisations provided an answer to this question. Their responses were as follows:

- Face to Face
- Email
- Other (not specified)

<i>When was it put in place?</i>		
	Number	%
Apr 06 – Mar 07	4	20%
Apr 07 – Mar 08	1	5%
Apr 08 – Mar 09	5	25%
Apr 09 – Mar 10	9	45%
Apr 10 onwards	1	5%
<b>Total</b>	<b>20</b>	<b>100%</b>

<i>How regularly is the Strategy reviewed?</i>		
	Number	%
Every month	3	15%
3 or 4 times per year	7	35%
1 or 2 times per year	2	10%
Less than once per year	0	0%
It has not been reviewed	8	40%
<b>Total</b>	<b>20</b>	<b>100%</b>

<i>How many requests has your organisation received from staff seeking clarification on their "at risk" status?</i>	
	Number
Average	5
Highest	50
Lowest	0

<i>Do your staff know where to find out the Executive Guiding Principles, Guidance Notes and Codes of Practice?</i>		
	Number	%
Yes	15	58%
No	2	8%
Don't know	9	35%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>Was an identified point of contact provided for staff to which RPA specific queries could be directed?</i>		
	Number	%
Yes	21	81%
No	5	19%
<b>Total</b>	<b>26</b>	<b>100%</b>

## 4.2 Managing Vacancies Effectively in Existing Organisations

<i>Does your organisation operate a vacancy management system?</i>		
	Number	%
Yes	22	85%
No	4	15%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>Was the timing appropriate?</i>		
	Number	%
Yes	17	77%
No	5	23%
<b>Total</b>	<b>22</b>	<b>100%</b>

<i>Were the services that are subject to vacancy management schemes defined and published?</i>		
	Number	%
Yes	18	82%
No	4	18%
<b>Total</b>	<b>22</b>	<b>100%</b>

<i>When was it put in place?</i>		
	Number	%
Apr 06 – Mar 07	5	23%
Apr 07 – Mar 08	1	5%
Apr 08 – Mar 09	2	9%
Apr 09 – Mar 10	13	59%
Apr 10 onwards	1	5%
<b>Total</b>	<b>22</b>	<b>100%</b>

<i>Were trade unions and other staff representatives consulted on the timing of the introduction of the scheme?</i>		
	Number	%
Yes	16	73%
No	6	27%
<b>Total</b>	<b>22</b>	<b>100%</b>

### *How were they published?*

- 3 of the 26 responding organisations provided an answer to this question. Their responses were as follows:
- 2 - Email
  - 1 - Other "Personal Letter"



## 4.2 Managing Vacancies Effectively in Existing Organisations

*To what tier in your organisation did the vacancy management schemes apply?*

	Number	%
Band/ Tier/ Level 1	7	32%
Band/ Tier/ Level 2	3	14%
Band/ Tier/ Level 3	5	23%
Band/ Tier/ Level 4	7	32%
<b>Total</b>	<b>22</b>	<b>100%</b>

*Overall, what percentage of vacancies in your organisation were subject to the vacancy management scheme?*

Average %	44%
Highest %	100%
Lowest %	0%

*What percentage of staff in your organisation were identified as "at risk"?*

Average %	29%
Highest %	100%
Lowest %	3%

*Did you as an employer consult on the designation of "at risk" with Trade Unions and staff representatives?*

	Number	%
Yes	14	64%
No	8	36%
<b>Total</b>	<b>22</b>	<b>100%</b>

*Have all decisions on creating new posts or filling vacancies been documented?*

	Number	%
Yes	20	91%
No	2	9%
<b>Total</b>	<b>22</b>	<b>100%</b>

*Are review mechanisms in place in relation to policies on managing vacancies?*

	Number	%
Yes	17	77%
No	5	23%
<b>Total</b>	<b>22</b>	<b>100%</b>



## 4.3 Staff Transfers

<i>Does your organisation have a staff transfer scheme in place?</i>		
	Number	%
Yes	6	23%
No	20	77%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>Has it been implemented?</i>		
	Number	%
Yes	3	50%
No	3	50%
<b>Total</b>	<b>6</b>	<b>100%</b>

<i>Have joint employers and trade union consultation/ negotiation arrangements been established to ensure the effective management of HR issues following transfer?</i>		
	Number	%
Yes	13	50%
No	13	50%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>What is the main type of query your organisation has received in relation to the Staff Transfer Scheme?</i>		
	Number	%
TUPE	0	0%
Pay	0	0%
Terms & conditions	2	33%
Transfers	1	17%
Location	2	33%
Other (specified as - "Selection Procedure: who are the nominated staff for transfer")	1	17%
<b>Total</b>	<b>6</b>	<b>100%</b>

<i>What arrangements does your organisation have in place to deal with queries relating to the Staff Transfer Scheme?</i>		
	Number	%
Designated contact or help line	5	83%
Other – "Designated contact, Q&A through website, FAQs on all organisations websites, newsletter"	1	17%
<b>Total</b>	<b>6</b>	<b>100%</b>

## 4.3 Staff Transfers

*An independent third party resolution process is available for dealing with disputes arising uniquely from the implementation of the RPA. How many cases have been taken to independent third party resolution in connection with the following?*

	Total no
Pensions only	0
Location	0
Other	0

*Representative comments: -*

- Staff transfer has not yet taken place
- Not this far in the process
- Not applicable/ none



*Overall, how satisfied are you that information about the Staff Transfer Scheme was relevant, timely and easily understood by staff and employers?*

		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
Relevant	Number	1	5	0	0	0	6
	%	17%	83%	0%	0%	0%	100%
Timely	Number	1	4	0	1	0	6
	%	17%	67%	0%	17%	0%	100%
Easily understood	Number	1	3	2	0	0	6
	%	17%	50%	33%	0%	0%	100%



## 4.4 Filling new or substantially new posts in new organisations being created as a result of the Review of Public Administration

*Have you consulted with the relevant Trade Unions and staff representatives on the filling of vacancies and new or substantially new posts?*

	Number	%
Yes	12	46%
No	14	54%
<b>Total</b>	<b>26</b>	<b>100%</b>

*How many vacancies and new or substantially new posts have been openly advertised (gone to stage 4 in the order of consideration presented in the Guiding Principle)?*

	Total no
Average	3
Highest	20
Lowest	0

*How satisfied are you that staff in your organisation are aware that this Guiding Principle applies until a minimum of 12 months after the establishment of the new organisation or for a minimum of 12 months after the subsequent absorption of new functions into the new organisation?*

	Number	%
Very satisfied	2	8%
Satisfied	8	31%
Neither satisfied nor dissatisfied	12	46%
Dissatisfied	3	12%
Very dissatisfied	1	4%
<b>Total</b>	<b>26</b>	<b>100%</b>



# 4.5 Voluntary Severance Arrangements

<i>Does your organisation have voluntary severance arrangements in place?</i>		
	Number	%
Yes	9	35%
No	17	65%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>When were these arrangements put in place?</i>		
	Number	%
Apr 06 – Mar 07	1	11%
Apr 07 – Mar 08	0	0%
Apr 08 – Mar 09	1	11%
Apr 09 – Mar 10	7	78%
Apr 10 onwards	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

<i>Did your organisation consider any proposals to enhance the occupational schemes available to staff to the extent that this would be necessary to ensure consistency of treatment across the sector?</i>		
	Number	%
Yes	5	19%
No	5	19%
Don't know	8	31%
Not applicable	8	31%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>What information has been provided for staff affected by severance under RPA, to help them plan for the future? Staff were:</i>	
	Number
Advised as soon as possible if they have been approved for a voluntary severance package	2
Given training for new careers	2
Given financial planning advice	1
Other (please specify) – see comments below	17

### 'Other' Comments –

- “A voluntary severance scheme has been introduced but not implemented to date”
- “In local government we have not had staff affected by severance under RPA”
- “Local government is not yet at the stage of severance arrangements”
- “Not addressed as yet”/ “Not applicable at this stage”
- “Not applicable – no severance scheme available”
- “Notified of similar posts in cluster council group”
- “Offers withdrawn due to non implementation of RPA, no further correspondence to staff from the Implementation Team”
- “Staff who were made redundant were on Fixed Term Contracts and were made redundant as the funding ran out. This was not an RPA issue”.

# 4.6 Employer Statutory Obligations

*Are you aware of the RPA Code of Practice which provides employers with detailed information on the statutory obligations of employers relevant to the implementation of the Review of Public Administration?*

	Number	%
Yes	22	85%
No	4	15%
<b>Total</b>	<b>26</b>	<b>100%</b>

*Does your organisation share key information and best practice across the sectors?*

	Number	%
Yes	14	64%
No	8	36%
<b>Total</b>	<b>22</b>	<b>100%</b>



*Were you as an employer consulted on the drawing up of this Code of Practice?*

	Number	%
Yes	7	32%
No	15	68%
<b>Total</b>	<b>22</b>	<b>100%</b>

*What steps have you as an employer taken to communicate the Code of Practice (on statutory obligations) with employees, trade unions and other representatives? (Please tick all that apply)*

	Number
Email	4
Newsletter	0
Seminars/ Conferences/ Workshops	1
Dedicated website or web pages	3
Team brief	1
Dedicated Help Line dealing with RPA queries	0
Face to face	1
Other (not specified)	2



# 4.7 Location

<i>Have you got a location strategy in place?</i>		
	Number	%
Yes	4	15%
No	22	85%
<b>Total</b>	<b>26</b>	<b>100</b>

<i>If no, when do you intend to develop such a strategy?</i>	
	Number
Jul 2011	2
Sep 2011	2
Dec 2011	6
Jan 2012	4
Feb 2012	1
Apr 2012	2
May 2012	1
Jan 2013	1
Dec 2014	1
Feb 2015	1
Dec 2016	1
<b>Total</b>	<b>22</b>

<i>Does the strategy provide for reimbursement of reasonably incurred additional travelling or other removal expenses as a consequence of a change of workplace location on a basis which is comparable to that provided by other employers in the RPA Affected Group?</i>		
	Number	%
Yes	3	75%
No	1	25%
<b>Total</b>	<b>4</b>	<b>100%</b>

<i>Are you as an employer aware of the Executive's overarching framework to underpin decisions on location of Public Sector jobs resulting from the RPA in your sector?</i>		
	Number	%
Yes	17	65%
No	9	35%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>Have your staff been advised of the mechanism by which they may appeal against a change of workplace location?</i>		
	Number	%
Yes	2	50%
No	2	50%
<b>Total</b>	<b>4</b>	<b>100%</b>

<i>How was this achieved? (Please tick all that apply)</i>	
<i>(Note: Based on 4 respondents)</i>	Number
Email	1
Newsletter	1
Seminars/ Conferences/ Workshops	1
Dedicated website or web pages	1
Team brief	1
Dedicated Help Line dealing with RPA queries	1
Face to face	1
Other ( <i>not specified</i> )	1

# 4.8 Equality

<i>Does your organisation have an Equality Scheme in place?</i>		
	Number	%
Yes	23	88%
No	3	12%
<b>Total</b>	<b>26</b>	<b>100%</b>

<i>If no, when do you intend to introduce an Equality Scheme?</i>	
	Number
Jan 2012	1
Feb 2012	1
May 2017	1
<b>Total</b>	<b>3</b>

<i>Have you as an employer consulted and negotiated with Trade Unions and other representatives of staff on the arrangements for implementing this Equality Guiding Principle and Associated Recommendations?</i>		
	Number	%
Yes	8	31%
No	18	69%
<b>Total</b>	<b>26</b>	<b>100%</b>



# 4.9 Capacity Building

*Has your organisation developed a capacity building strategy?*

	Number	%
Yes	11	42%
No	15	58%
<b>Total</b>	<b>26</b>	<b>100%</b>

*If yes, has it been implemented?*

	Number	%
Yes	7	64%
No	4	36%
<b>Total</b>	<b>11</b>	<b>100%</b>

*If no, when will such a strategy be developed and implemented?*

	Number
Jul 2011	1
Sep 2011	1
Dec 2011	2
Jan 2012	2
Feb 2012	2
Apr 2012	1
May 2012	1
Dec 2012	1
Jan 2013	1
May 2013	1
Dec 2014	1
May 2015	1
<b>Total</b>	<b>15</b>

*Has your organisation co-operated and collaborated at both sectoral and cross-sectoral levels during the development and implementation of your capacity building strategy?*

		Yes	No
Sectoral	Number	8	3
	%	73%	27%
Cross sectoral	Number	0	11
	%	0%	100%

*Does your organisation's capacity building strategy contain any of the following elements? (List provided in questionnaire)*

Two responding organisations provided a response to this question. They selected the following options:

- Clarity around skill requirements
- Making the most effective use of existing skills.



# 4.10 Reorganisation & Implementation of Change

*Has your organisation adopted a collaborative approach for the implementation of RPA, which actively engages staff, Trade Unions and other staff representatives and encourages their participation throughout the change process?*

	Number	%
Yes	20	77%
No	6	23%
<b>Total</b>	<b>26</b>	<b>100%</b>

*Do you have an implementation plan?*

	Number	%
Yes	15	58%
No	11	42%
<b>Total</b>	<b>26</b>	<b>100%</b>

*If no, when do you intend to introduce an implementation plan?*

	Number
Jun 2011	1
Jul 2011	1
Sep 2011	1
Dec 2011	1
Jan 2012	4
Feb 2012	1
Dec 2012	1
Apr 2013	1
<b>Total</b>	<b>11</b>

*If yes, is this implementation plan reviewed and monitored?*

	Number	%
Yes	10	67%
No	5	33%
<b>Total</b>	<b>15</b>	<b>100%</b>

*Does your organisation have appropriate and robust mechanisms and structures in place to facilitate effective employment relations at both central and local level?*

		Yes	No
Central	Number	21	5
	%	81%	19%
Local	Number	21	5
	%	81%	19%



# 5 Summary and Conclusions

---

## Summary of Key Findings

### Positive Aspects

Some of the most positive findings to emerge from the survey are outlined below:

- Positive findings emerged regarding how relevant, useful and comprehensive respondents had found the Guiding Principles and Associated Recommendations. This is evidence of the key role of the guidance in the RPA process.
- Four fifths of responding organisations (81%) have provided an identified contact point to deal with RPA queries.
- Of those organisations with a Vacancy Management scheme, approximately three quarters (73%) consulted with staff representatives on the timing of the scheme and over four fifths have defined and published the services that were subject to the vacancy management scheme. The findings therefore suggest that Vacancy Management has been well organised and effected within organisations.
- Of those organisations with a Staff Transfer scheme, the majority were satisfied that the information provided was relevant, timely and easily understood.
- The vast majority of responding organisations are aware of the RPA Code of Practice on Employer Statutory Obligations and key information and best practice is being shared across sectors.
- 88% of responding organisations have an equality scheme in place.
- In terms of Reorganisation and Implementation of Change, the findings indicate that staff and their representatives are actively engaged in the change process.

### Areas for Attention

This survey has also identified some areas which may require some consideration and attention. It will be for the PSC to determine precise actions.

- Fewer than three fifths (58%) of responding organisations indicated that their staff knew where to find out the Guiding Principles. This would suggest that more works to be done to promote the Guiding Principles and raise awareness of how to access them.
- Likewise less than two fifths (38%) were satisfied that their staff were aware that the guiding principle on filling new or substantially new posts applies until a minimum of 12 months after the establishment of the new organisation or for a minimum if 12 months after the subsequent absorption of new functions into the new organisation. This area may also warrant further attention.
- While the majority of responding organisations indicated co-operation and collaboration at sectoral level during the development and implementation of their Capacity Building Strategy, none of this was at cross-sectoral level. This indicates that more work may need to be done in this area.

# 5 Summary and Conclusions

## Conclusion

This exercise has been useful to assess how those organisations involved in the RPA have complied with the Guiding Principles and Associated Recommendations. The positive findings outlined demonstrate achievement and progress. The negative findings link to areas for future attention, including lessons to inform later RPA implementations. The findings will help shape the latter stages of re-organisation which involves the Education and Local Government sectors.

***For further information regarding this report please contact:***

Patricia Stringer  
Public Service Commission  
2nd Floor  
10 Cromac Place  
Gasworks  
BELFAST  
BT7 2JB

phone: 028 90 262791  
mob: 07855402656  
email: [pat.stringer@pscni.gov.uk](mailto:pat.stringer@pscni.gov.uk)

