

People principles



Contents

- What are people principles?
- Why is this important?
- Further detail on the people principles
- Applying your people principles
- Before you go

What are people principles?

As you move towards the Deliver Phase, you'll need to be sure on what employment policies apply and how you will use them.

- Whilst the TfL/LUL policies provide clarity and guidance on how employees should be treated, the policies need to be applied in the context of your specific change
- Your HR Business Partner (with the support of Employee Relations and Legal) will provide support and advice
- The BCF, TfL/LU policies and HR will provide the guidance but you need to provide the business context to confirm the approach

What are people principles?

The larger your change programme, the more likely it is that staff will be affected and that you'll need to involve HR and ER.

- For changes that involve staff moves or staff reductions, there are usually 8 key areas that need to be addressed:
 1. Staff reductions
 2. (Early) Voluntary Severance
 3. Assessment & Selection
 4. Protection of earnings
 5. New roles – pay and potential promotions
 6. Suitable alternative employment
 7. TUPE
 8. Trade Union consultation

Why is this important?

How employees are treated during the change will influence how they feel about the future ways of working.

- During the Deliver Phase it's likely that an employee's main focus will be on the issues that directly affect them and their status at work
- Therefore, the sooner you can provide clarity on the matters that will directly affect them, the sooner any employee apprehension can be addressed
- And the sooner employees are reassured, the sooner they can focus on the work-related aspects of the change
- There could also be legal requirements that we have to satisfy in the Deliver Phase, so it's crucial that we're clear on these and how we will comply with them

Further detail on the People Principles

Key Actions	Description/Summary
Staff Reductions	Should work be reducing, stopping altogether and/or requires fewer workers then the legal definition of redundancy may be triggered. Work may also be changing, which could influence this. You will need to be clear on exactly how and why the work is different.
(Early) Voluntary Severance	Should you be offering VS early in your change then you will need to be clear on why and to what groups of employees. You will also need to consider what criteria you may wish to use (noting that VS is always at the discretion of TfL). You will also need to consider the costs – see Discover.
Assessment and Selection	You can find guidance on this in the Deliver Phase of the BCF. Key to this process is providing the information in a timely manner so employees can prepare.
Protection of Earnings	TfL/LU policies often allow for this in cases where employees may need to take a lower graded/paying role. If this is the case you will need to be clear how this will operate. This often links to Suitable Alternative Employment (see below)
New Roles – pay & potential promotions	Whilst the focus is on keeping employees in employment and therefore salaries are often unchanged during this process, this is often a matter of interest for employees. Therefore, for new roles and/or where promotional opportunities may exist you need to be clear on the information you will provide and the order in which people will be considered for the roles.
Suitable Alternative Employment	A definition of this is provided in our policies. HR can provide advice on location, pay and status, but to hold constructive discussions with employees on this you need to be clear on how and why the work is different (or similar).
TUPE	If you plan to transfer in or out a group of employees because of the changes to work you will need to be clear on the work that is transferring and the number of employees affected. In these cases the advice of legal must be sought.
Trade Union consultation	All of the above matters are likely to form part of consultation so you will need to be clear on exactly what you are proposing and why.

Applying your people principles

It's important to provide as much information and clarity as you can throughout the process, as the better people adjust to the Delivery phase, the easier the Transition and Integration phases will be.

- Try to include the 8 key areas in your communications and engagement activities – being clear on these things will often reassure employees
- If you make any specific commitments and/or decide on a specific approach, make sure you can honour it
- Avoid creating too many FAQs and scenarios – a lot will depend on the specifics of the individual and job role(s) so it's better to deal with any specific matters in person, preferably with a line manager

Before you go

Review the 8 key people principles and provide as much clarity to employees as possible.

- Be sure you know what legal requirements, policies and Trade Union agreements apply
- Check this with HR who will involve Employee Relations and Legal so you get the best advice
- Make sure you can keep any commitments that you make
- Make sure your managers understand what your people principles are, and can help deliver the messages