

PERSONNEL MEMORANDUM 8

STAFF INSPECTION GUIDANCE AND PROCEDURES

Scope and Purpose: Personnel Memoranda (PM)

1. Personnel Memoranda set out personnel procedures for managers to follow or give guidance or information on personnel related or people management issues. Managers are expected to make themselves aware of the content of PMs and use them for future reference, whenever necessary.
2. FDMs, Conservators, Directors, Silvan House/Business Units should ensure that their managers see new PMs. This PM should also be made available to all staff.

Scope and Purpose: PM8

- 3 The purpose of this memorandum is to inform managers of the procedures to be followed for the introduction and operation of the Staff Inspection programme. This information is also available on eConnect (Human Resources content area, [Staff Inspection folder](#)).

Background

4. A Staff Inspection Review is a management tool for investigating:
 - the need for the work that we do in relation to forestry strategies and business plans;
 - that the organisational structure is conducive to its most effective performance and deployment of resources;
 - that jobs are graded correctly in relation to the FC Grading Guidance and business needs.
5. An annual programme of Staff Inspection Reviews will be developed in the light of Senior Manager requests and HR Service Board approval.

Contacts

6. Please contact Oriana McArthur on direct line 0131 314 6400, Staff Inspection Branch in Human Resources if you need further advice about any aspect of this memorandum.

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Director Human Resources
2 February 2006

Distribution

PMs are distributed electronically to:

Director General
Country Directors
Agency Chief Executives
Heads of Divisions
Forest District Managers
Conservators
Business Unit Managers (Including Outstation Offices)
Ken Charles, Personnel, FRA
Ken Milsom, FE England
Colin Sobota, Wales
Stephanie Atwell, FE Scotland
Susan Innes, FE Scotland
Norman Trollope, FE England
Ann Alexander, FC Scotland
TUS Secretary
Human Resources (Staff at Pay Band 3 level and above)
Human Resources 'T' Drive
eConnect – Human Resources Content Area, PM Folder and Staff Inspection Folder
File SI1/1

PERSONNEL MEMORANDUM 8

FORESTRY COMMISSION STAFF INSPECTION REVIEW GUIDANCE AND PROCEDURES

Introduction

1. The Forestry Commission uses 2 different management tools for assessing and reviewing grading and efficiency issues within the Forestry Commission.

2. These are:

- A Staff Inspection Review

A Staff Inspection Review looks at a broad range of issues connected with structures within Units and the efficient use of resources within the organisation; grading of posts is just one issue looked at during a Staff Inspection Review.

- Job Evaluation and Grading Support.

Job evaluation techniques are used to assist decisions on relative job weights of posts in the Forestry Commission and are critical factors in maintaining pay consistency and equal pay principles. Full details are available in PM9 and the accompanying Grading Guidance, which are located in the Personnel Development content area of the FC Intranet in a folder named Job Evaluation.

Purpose

3. This PM focuses on Staff Inspection Review, its purpose, and how the methodology can be used to improve organisational efficiency. Staff Inspection is a management tool for investigating:

- the need for the work that we do in relation to forestry strategies and business plans;
- that the organisational structure is conducive to its most effective performance and deployment of resources;
- that jobs are graded correctly in relation to the FC Grading Guidance and business needs.

The Review is a form of stocktaking that can lead to the improvement in the way that we do the work. It is important to note that any recommendations made as a result of a Staff Inspection Review do not imply adverse criticism.

Process

4. The Staff Inspection review of a Unit will be undertaken using the “COMMON” approach:

- **C**hart;
- **O**bjectives;
- **M**ovement;
- **M**anagement of work and staff;
- **O**perational nature of the work; and
- **N**umbers and ratios of staff.

The following provides a brief summary of how the COMMON approach is applied.

- **C**hart

The organisational chart will identify the structure of the Unit within the organisation. It will show formal reporting lines and the hierarchy within the Unit.

- **O**bjectives

The objectives based upon strategic and business plans will provide information about the most appropriate structure for the Unit within the organisation.

- **M**ovement

This considers the movement and purpose of the work, where it starts, what happens to it in between and where it ends in relation to the delivery of business objectives and key performance indicators.

- **M**anagement of Work and Staff

This looks at the levels of management within the Unit and the span of control.

- **O**perational nature of the work

This considers the level of the work of the Unit. In relation to delivery of business objectives

- **N**umbers and ratios of staff

The review will identify the deployment of staff at different levels for the type of work being done at a Unit taking into account job design features and work patterns.

5. The Staff Inspector will require detailed information from the Unit Manager regarding all aspects of the work and posts within the Unit before visiting the Unit. If necessary the

Staff Inspector will interview all members of staff using the information supplied by the Unit Manager as a basis for discussion. Information may also be required on an individual or team basis, i.e. completion of a Job Analysis Form or work record of telephone calls, number of cases dealt with or other type of diary of activities.

The time spent at a Unit for the review will depend on the size of the Unit and the number of posts within it to be examined. An indicative timescale of activity is shown as an Annex to this document.

Staff Inspection Report

6. The Staff Inspector's report will state:

- The findings of the review; and make
- Recommendations for consideration.

The report will be submitted to management within 6 weeks of the completion of signed off job summaries and the site visit. Appropriate Staff Councils, as agreed with the TUS Secretary, will be consulted on any recommendation for change arising from a review.

Annual Programme

7. Senior Managers will submit requests to the Head of Staff Inspection Branch for specific reviews to be undertaken. An annual programme of Staff Inspection reviews will be submitted to the Personnel Development Service Board for approval.

8. The TUS Secretary shall be notified of the broad timetable for each review and where possible will be given the name(s) of the Staff Inspector(s). The TUS will be given an opportunity before, during or at the conclusion of a review to present any views to the Staff Inspector which they wish to be taken into account.

STAFF INSPECTION REVIEW INDICATIVE TIMESCALE

WEEK	ACTION	TIMESCALE
0	Receive Staff Inspection review request	
1	Respond to request – issue Letter to Unit Manager requesting detail of work/staff.	Within 1 week of request
3	Receive detailed information from Unit Manager	2 weeks
4	Issue JAFs to staff and/or record worksheets	1 week
8	Receive completed JAFs and	4 weeks
9	Interviews at Unit	1 - 3 weeks [depending on staff availability]
12	Write Job Summaries and issue to postholders	1 – 2 weeks
14	Signed Job Summaries returned	2 weeks
16	Analysis	4 weeks
20	Write Report	3 weeks

Note: This timescale represents activity milestones and actual staff time will vary dependant upon the complexity of the review.