



**Bournemouth
University**

BOURNEMOUTH UNIVERSITY

CONTINUING PROFESSIONAL DEVELOPMENT (CPD) SUPPORT TEAM

FACULTY OF HEALTH AND SOCIAL SCIENCES

REVIEW OF STRUCTURE

FINAL OUTCOME DOCUMENT, MARCH 2018

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1. INTRODUCTION

This document follows the proposal for consultation for the future structure of the CPD Support team, within the Faculty of Health & Social Sciences (FHSS) at Bournemouth University (BU).

The proposal was published on 9 January 2018, and was open for a 30 day consultation period that closed at 4pm on 7 February 2018. This document now sets out the recommendations for the future structure of the CPD support team, and it also outlines changes made as a result of the feedback received during the consultation. The table referenced in Appendix A outlines a summary of each response received – these are grouped into main themes, with responses noted alongside, together with any action taken as a result.

Recommendations have been made following careful consideration of the feedback submitted, suggestions made, and input from staff at group meetings. All feedback has been considered by Deirdre Sparrowhawk, Director of Operations, Professor Keith Brown, Director of the National Centre of Post-Qualifying Social Work, Clive Andrewes, Director of Employer Engagement CPD Health, Kathryn Cheshir, Education Services Manager, Thomas Mutter, Operations Manager and Catherine Charnley, HR Manager.

In advance of the launch of the consultation Trade Union colleagues were informed of the proposals at JCNC meetings and meetings were also held at the start of the consultation period with UNISON and UCU representatives. UNISON were in attendance at the initial group meeting and were also invited to the second group meeting.

2. STAFF ENGAGEMENT

Staff engagement took place on an informal basis with CPD Support team meetings and discussions with individual line managers, Faculty Exec and directly with Directors of Employer Engagement and Director of the National Centre for Post-Qualifying Social Work about ideas and feedback. These meetings helped to form the proposal for consultation that was published on 9 January 2018, with the proposal documentation being shared with both UCU and UNISON in advance of the launch of the consultation.

Group meetings with staff were held on 9 and 24 January 2018 to which Trade Union representatives were invited. The notes of these meetings can be referred to in Appendix B. One-to-one meetings were held with individual staff whose roles were impacted by the

proposed changes and staff were invited to arrange other meetings, informally or formally, to discuss general concerns and queries.

Every member of staff potentially impacted in this proposal has had the opportunity to have individual or group discussions with Deirdre Sparrowhawk, Director of Operations and HR to discuss the proposals put forward in the consultation document. As well as formally arranged group and one-to-one meetings, members of staff have discussed their thoughts, ideas and specific concerns, informally.

Hard copies of the Proposal for Consultation document were given to affected members of staff during the initial group meeting on 9 January 2018, and disseminated to TU representatives. The consultation document was published – it was highlighted to the University Leadership Team; made available to all BU staff through the Staff Intranet; and featured in the BU: This week email, sent weekly to all BU staff (15 January 2018).

3. SUMMARY OF FEEDBACK

Feedback, questions, comments and observations were received in response to the proposal for the future structure of CPD support presented in the consultation document from within the team only.

All feedback has been themed with responses grouped together below – full detail can be found in Appendix A.

3.1 General feedback on the principle of merging teams

It was noted that staff generally felt from individual feedback and group feedback, the joining of the Programme Administration teams for CPD Health and Post Qualifying Social Work were of benefit and a “good move”. They felt this would help “streamline processes and make a more effective service” as well as “allow for greater collaboration and share best practice”. Some noted that they were looking forward to this move and in particular a focused Programme Support Team Leader role.

3.2 Timing of the Consultation

One comment was received noting that because SITS was not fully implemented for CPD should this merger not be delayed. However, it is felt that the benefits, described above, outweigh this. Also the structure proposed has been formed to take account of the complexity that still exists and no reduction of Programme Support Officers fte has been made.

3.3 Structure

3.3.1 Grades and promotion opportunities

Questions around the 'grading of roles' and the promotion opportunities were answered as soon as they were raised. Bournemouth University uses the Hay job evaluation scheme which is a defined and established scheme. The proposed new roles have been evaluated and by referring to the job description and person specification you assess and evaluate the scope and size of the overall role. This in turn determines the grade. Some promotion opportunities are available in the new structure as a result of the recommendations made.

3.3.2 Clarity around line management

Some clarification was required around line management for the research aspects of the new structure. These have been detailed in Appendix A and the diagram of the new structure has been amended, where appropriate.

3.4 Overall Staffing levels

3.4.1 Admissions for Health & PQSW

There was a lot of feedback around the fact that the proposed structure had an imbalance around admissions through the two teams merging, where there has always been an admissions administrator for Health, but in PQSW historically the admissions was undertaken through the Programme Administrators. The feedback suggested only having one administrator would not achieve the resilience that the proposal hoped to achieve. It was felt that the workload would not be manageable for both PQSW and Health by the equivalent of 1 fte and there would continue to be a single point of failure. This has been considered and the recommendation to increase this support is detailed in Section 4.

3.4.2 Programme Support Administrator (PSA)

There was a lot of feedback that having one PSA was not enough to support Programme Support Officers (PSOs). Whilst it was acknowledged that there was a reduction in this support, this is mitigated by the recommended increase in Admissions Co-ordinator roles and the subsequent 'knock-on' effect of freeing up some PSO time. This would mean that the impact of the reduction would be alleviated. The full fte support for PSOs has also been retained.

The tasks undertaken by this role do not require specialist knowledge and skills and it was felt that in times of sickness and holiday that the Programme Support Team Leader would ensure that the workload was managed within the capacity of the team.

3.4.3 SITS/VLE requirements

There was a great deal of feedback on the complexity of CPD and the fact that SITS does not function well for CPD programmes and there is currently no solution to work arounds that have to be undertaken by the CPD support teams, which increases their workload. Currently no dates for when solutions will be developed are forthcoming. Therefore, it is now recommended to increase fte for Admissions.

Also there were issues raised concerning the use of Brightspace and MyBU at the same time. However, it was confirmed that these short term issues are being addressed and they are expected to be resolved by September 2018.

3.4.4 Research Support

The line management of research support has been clarified within the structure diagrams and job description as detailed in Appendix A.

Particular skills required for the Research Project Officer role were highlighted as missing from the Job description but are in fact detailed in the Person Specification under the skills section, so no change was required.

3.4.5 Institute/Centre Administrator

There was feedback stating that it wasn't clear what this role would entail specifically around how it may support Programme Administration and also line management needed to be clarified. As a result, the Job Descriptions have been clarified in terms of line management and the structure diagram amended. The administrator role will undertake tasks for the Directors and Centre Leads under the overall strategic direction of the Director of the Institute. They are not part of programme administration.

3.5 Job Descriptions

Some minor typing errors or corrections have been made to JDs as detailed in Appendix A after consideration of feedback.

Where clarification has been sought, this is provided and also JDs have been altered to reflect any changes; detailed in Appendix A.

These changes were relatively minor. No Job Description has been substantially changed.

3.6 Location

It was proposed that there were minor works agreed with Estates to the 4th Floor of Royal London House to accommodate the joining of the two programme administration teams. During the consultation it was raised that moving to the 4th floor may not be the best option and that space there may be limited. Some staff have requested that a move to the 1st floor be considered as a better option. A review in relation to the space required will be undertaken and engagement with the teams concerned on the best solution out of the two choices. There are no constraints for either solution, other than the 1st floor may provide an opportunity which is cost neutral.

4. SUMMARY OF RECOMMENDED CHANGES TO CONSULTATION PROPOSAL

As a result of feedback received, in relation to the proposed new structure, the following changes would be recommended for implementation:

4.1 Additional 1.0 fte in Admissions Co-ordinator

The processing of application forms and managing the admissions process has been removed from the Programme Support Officer role within NCPQSW, but will be taken up by an additional 1.0 fte Admissions Co-ordinator. It is recommended this increase is necessary as admissions requires specialist knowledge and skills and this is not able to be undertaken by the Central Admissions Team at this time. It is also a role that needs support and should not be the responsibility of one person, as this perpetuates a single point of failure. This will also free up some of the Programme Support Officers time to undertake admissions tasks that were normally delegated to Admin Assistants in the past, which cannot be facilitated through SITS and a solution and timescales is not forthcoming. The increased fte is now reflected in the diagrams/structure charts.

4.2 Removal of proposed Research Administrator to support REF and DDRPP

This post remains critical to the Faculty and currently is funded through QR and it was originally proposed that this funding would be achieved through savings in this proposal from the Programme Support team. Unfortunately and upon further reflection, due to the requirement to increase fte support for admissions it is felt that the previous savings on fte and finance were not achievable in order to support the

recruitment of this post. This is not sustainable and the Faculty will need to look for further funds or make use of other current vacancies in order to proceed to recruitment to this post. Until then, this post has been removed from the proposed structure.

4.3 Changes in responsibilities/requirements reflected in job descriptions/person specifications

Programme Support Officer: Additional wording to the Programme Support Officer role to include non-accredited provision will be made. This provision is sporadic and infrequent. It is envisaged that as this type of activity comes up the team leader will manage the workload between the team; mainly PSOs.

Post-Doc Research Fellow: Changes to the diagram structure for line management of the Post-Doc Research Fellows have been made to ensure their line management is clearly the responsibility of the Institute/Centre leads.

Research Assistant: The Job Description for the Research Assistant has had a minor alteration to show that design and presentation skills are an important aspect of this role. This also appears in the Institute/Centre Administrator and Research Project Officer roles.

Business Support Manager: The Business Support Manager roles have been revised to reflect the management of reporting requirements of the employer/client organisations. This is an important aspect of the business, especially considering they are external facing roles and the first point of contact for external clients. It is expected that reports would be produced from information readily available through the Programme Support Team Leader and Programme Support Officers. It is recommended that reviews will take place to ensure this work is streamlined and improved where appropriate. These reviews will be led by the Business Support Managers and the Programme Support Team Leader.

Admissions Co-ordinator: The Admissions Co-ordinator job description has been revised to remove reference to undertaking marketing activities and updating any brochures, etc. This has been added to the Business Support Manager roles as it is felt that this should remain a high level responsibility.

Full details of the changes can be found in Appendix A and the job descriptions are available under: [idrive/HSC/Public/HSS-CPD Review/Final Job Descriptions](#)

4.4 Changes in Job Titles

The following changes to job titles have been made in line with feedback and the change to the Admissions Co-ordinator role:

Programme Support Officer has been changed to read “Programme Support Officer – CPD”.

Admissions Co-ordinator – Health has been changed to read “Admissions Co-ordinator – CPD”.

4.5 Further Recommendation

It is further recommended that the newly formed Programme Administration support team would undertake assessment into possible streamlining of activities in order to share good practice and particularly around sustainability e.g. using less paper (in specific areas identified in the feedback). This should be led by the Programme Support Team Leader and Education Services Manager.

5. STRUCTURE

This new structure will support FHSS in relation to identified future challenges of health and social care provision. We believe this new structure will allow a merged team of programme support administration, externally facing business relations and research to deliver improved staff and student experience. It will provide resilience to avoid points of failure and enhance the knowledge of all staff.

5.1 Summary of new posts

The following detail describes the roles and responsibilities of the new posts within the CPD Support Team:

Programme Support Team Leader - CPD: This role would lead the team of Programme Support Officers, Admissions Co-ordinators and Programme Support Administrator and aligns with the JD of the new structure of on-course support from SJP.

Programme Support Officer - CPD: This role in HSS already exists in the on-course support team for full time provision and is the same across the University as it was formed as part of the SJP review. This role is not significantly different from that of the Programme Administrator that exists in current structure.

Programme Support Administrator: This role already exists in the on-course support team for full time provision and across the University as it was agreed in the SJP review. There is not significant alignment with roles from the current teams.

Admissions Co-ordinator – CPD: This role would undertake the admissions for Health and Social Work – those CPD units linked to Trust Contracts, Employers and Local authorities which are particularly complex, and would assist in the monitoring of the contract through the Programme Support Team Leader and Business Support Manager.

Business Support Manager: This role is closely aligned to the current Business Relations Manager's role. This structure recognises the importance of this role as an external facing business engagement manager, but a role that is currently only in Health and needs to cover both Social Care and Health. It should be noted that business engagement roles in the proposal for BU2025 (subject to consultation) have been identified as an area where there may need to be a more consistent approach across BU.

Research Project Officer: This role would be a single point of contact for all aspects of the research project monitoring and bidding process, in liaison with RKEO and in line with BU regulations, policies and procedures, to include facilitating agreement of contracts, managing project finances and milestones, producing reports for funders and supporting the translation of research. They will work closely with the Business Support Managers.

Post-Doctoral Research Fellow: (0.5fte established; 1fte fixed term). These roles will continue to be required within the Centre for Health and Social Care. The current JD is standard across the University.

Research Assistant: This role is generic across the University and is recommended as continuing in the new structure.

Institute/Centre Administrator: This role would work with the Directors of the Institute and Centre leads; including Employer Engagement and ADRC. This role is closely aligned with the current ARDC Administrator role.

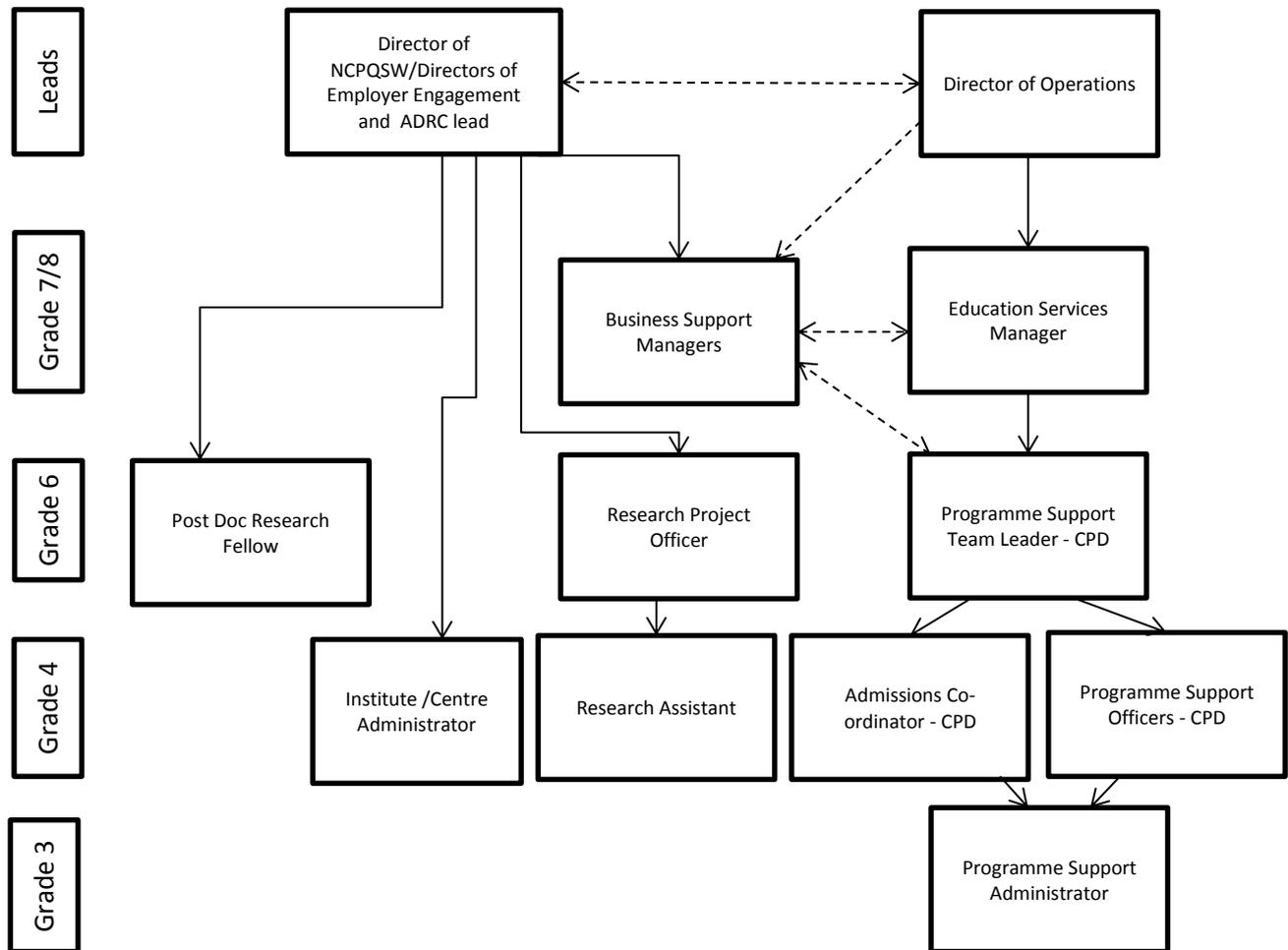
The following table details the roles and FTE (Full Time Equivalent) for the new CPD Support team.

FTE	Grade	Job Title
1	6	Programme Support Team Leader - CPD
5.5	4	Programme Support Officer - CPD
1	3	Programme Support Administrator
2	4	Admissions Coordinator – CPD
1.9	7	Business Support Manager
1	6	Research Project Officer
1.5 (0.5fte established; 1fte fixed term)	6	Post-Doctoral Research Fellow
1	4	Research Assistant
1	4	Institute/Centre Administrator

Job descriptions and person specifications for each role are available under:
[idrive/HSC/Public/HSS-CPD Review/Final Job Descriptions](#)

FTE means full time equivalent. If a role is described as 1.0FTE this means that it has been identified that this role requires the equivalent of full time cover to ensure all the duties and responsibilities of the role are met. This does not preclude the possibility of more than one person undertaking the role on a part-time basis.

5.2 New Structure Chart



5.3 Impact

As a result of the recommendations 10 members of staff will be slotted into roles in the new structure. 4 members of staff are in a situation where their role is no longer required and therefore will be formally at risk of redundancy.

Current Post Job Title	Post status	Current FTE	Grade	Outcome
Business Relations Manager		0.9	7	Current role and responsibilities closely aligned to the duties in the job description within the new structure. Post holder slotted into Business Support Manager post.
Business & Programmes Officer - Health		0.6	6	In the new structure this post is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk

				of redundancy.
Senior Business & Programmes Officer PQSW		1	6	In the new structure this post is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy.
Senior Programmes Administrator – CPD Health	Vacant	0.4	5	In the new structure this post is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy. Post vacant.
Programme Administrator CPD Health		2.5	4	Current roles and responsibilities closely aligned to the duties in the job description within the new structure. Post holders slotted into the Programme Support Officer - CPD roles.
Programme Administrator PQSW		3	4	Current roles and responsibilities closely aligned to the duties in the job description within the new structure. Post holders slotted into the Programme Support Officer - CPD roles.
Recruitment Administrator - Health	Vacant	1	4	Current roles and responsibilities closely aligned to the duties in the job description within the new structure (Admissions Co-ordinator – CPD). Post vacant.
Student Support Adviser	Fixed term post. 0.27fte covered by PTHP. 0.73fte Vacant	1	3	In the new structure this post is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy. Post being covered partly by PTHP at 0.27 FTE.

Administrative Assistant (PQSW)		0.54	2	In the new structure this post is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy.
Administrative Assistant (PQSW)		0.73	2	In the new structure this post is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy. Post being covered by PTHP.
Research Assistant		1	4	No change to job description. Slot in.
Research Assistant	Fixed term post. Vacant	1	4	In the new structure this role is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy. Post vacant.
Research Administrator (CLIMB)	Fixed term post. Vacant	1	3	In the new structure this role is no longer required. The requirement to undertake the role and responsibilities will cease in their present form with relevant duties being fulfilled by other roles in the new structure. Post formally at risk of redundancy. Post vacant.
Post-Doctoral Research Fellow NCPQSW	Fixed term post.	1	6	No change to job description. Slot in.
POST DOCTORAL RESEARCH FELLOW – Ageing & Dementia Research Centre (Split 50/50 with SciTech) so 0.5 only		0.5	6	No change to job description. Slot in.
ARDC Administrator (Split 50/50 with Sci Tech) so 0.4 only	Vacant	0.4	4	Current roles and responsibilities closely aligned to the duties in the job description within the new structure - Institute/Centre Administrator role. Post vacant.

6.0 PROCESS AND TIMESCALES

The timescales below are indicative only and are dependent upon staff availability. In all cases BU will seek to ensure staff are in new posts at the earliest opportunity.

Outcome document published	13 March 2018
Formally at risk staff notified by letter of their individual position	13, 14 or 15 March 2018
Eligible staff slotted into new posts	By 2 July 2018
Recruit to new vacant posts	By 2 July 2018

6.1 Next Steps

Staff to be slotted into new roles will receive a letter with their new Job Descriptions on either 13, 14 or 15 March 2018.

Those individuals who hold posts which are directly affected by this review will be invited to a meeting with Deirdre Sparrowhawk and HR on either 13, 14 or 15 March 2018 to discuss the impact on their roles. Individuals have the right to be accompanied at these meetings by a work colleague or Trade Union representative.

The recruitment process and timeline will be communicated to affected staff at the group outcome meeting on 13 March 2018. The recruitment process will start in March and will be done sequentially from the highest grades to the lowest in the structure. Staff are encouraged to consider their applications and take advantage of the BU Careers Service, and line managers will deal sympathetically with requests for time to attend any such sessions.

BU will undertake to ensure prior consideration is given for suitable alternative employment within the organisation.

In order to maintain continuity of the business support, the new structure will take effect from 2 July 2018. Plans will be made for implementation of the new structure, which will include a transition period as the team adjusts to the new structure and ways of working.

APPENDIX A: Feedback Table with Responses

THEME	Feedback Summary/Anonymised text	Response
Benefits	It is nice to see the two teams PQSW & Health will be one team working together, it's been a long time coming and I think we are looking forward to working as one team. Especially with the amount of cross programme units and types of CPD queries we will be able to solve and action jointly, hopefully reducing the amount of queries. There are enough jobs available for all current members of the teams to apply for any vacancies that may be available at the end of the prior consideration period.	Thank you and this is noted.
Benefits	I am delighted that this merge is finally happening. It will be lovely to have a team leader. From my experience here, it is really important that knowledge does not go if a single member of staff leaves. So this merger will be a good way of sharing knowledge between what are now two teams, to make a stronger more efficient single team.	Thank you. It is the intention of this review to ensure resilience in the team and sharing knowledge and good practice.
Benefits	I am delighted that I will finally have a Team leader.	Thank you and this is noted.
Benefits	I have found that as part of the Health Team, where all the Programme Administrators were all relatively new to their positions, there has been a deficit in our knowledge and, as identified in the consultation report, this has caused problems. I think being in one large team with 5.5 Programme Administrators, particularly with PQSW who have a great deal of knowledge, will mean that this deficit in knowledge is filled and is spread over a far greater number of people. This will ensure that if one person leaves, all of the knowledge is not taken with them This will enable the merged team to be far more resilient to changes. My hope would be that, eventually, each Programme Administrator/Programme Support Officer would have a mixture of Health & PQSW programmes/units to look after to ensure as wide a knowledge base within the team as possible.	By joining the teams together it is our intention that this would provide the opportunity for variety in workload and also resilience and sharing of good practise.
Benefits	I am very supportive of the proposal to bring the teams together, and hope that in doing so we are able to streamline processes and make a more efficient service for our academics and clients. I believe this is an opportunity to improve how work and look forward to being part of it. However, I do think the next period of time is likely to be difficult and hope that there will be sufficient support for staff to cope with the changes that need to take place.	Thank you and this is noted. Staff development and support will be available to embed the new structure.
Benefits	I would suggest that all programme administrators should be doing the same tasks and be able to cover for each other /swap programmes from time to time to gives some variety and enable a wider knowledge of programmes (health and social care) across the team. This would mean that in time, any PA could pick up /help with work whether health or social care. At present the administration is run in different ways and whilst there have been good reasons for this it would be good to review the processes and see how much could be aligned to give a more uniformed approach to our academics, clients/employers and students.	We would agree that this should be the case. This is the intention.
Benefits	I hope the consultation goes as smoothly as possible and I will look forward to the two CPD teams joining together some point in the future. Thank you for keeping us in the loop with communication about the consultation, it's much appreciated.	thank you and this is noted.
Benefits	It was mentioned that staff were happy that the teams are merging as already cross on certain units.	Thank you - comment is noted.

Benefits/Location	I feel the merging of the teams with benefit us all greatly in going forward. I would suggest that our location be on the 1 st floor in RLH. We already have a number of empty desk spaces, empty offices, more storage facilities, the assignment drop box for students, the assignment storage room, kitchen & seating area large enough to accommodate all staff. As I understand it, the 4 th floor does not currently have room or desks & would involve “moving walls” to accommodate us!	We would need to check the full space requirements for this and double check where the space would be of most beneficial. This would be a short term solution until move to BGB is completed, which is Summer 2020.
Benefits/Location	I think merging of the teams is a really good move. We already have several CPD units and programmes that span both teams (e.g. PSIP & SIP units, MA Advanced Practice) and the Programme Administrators from both PQSW & Health already work together on some of these units/programmes. Joining the teams would allow for greater collaboration and for us to share best practice, particularly if we are all in the same location.	Thank you and this is noted.
Benefits/Promotion	It’s good to see that the new structure has new posts for people to move into; however there are no grade 5 opportunities for 5.5 grade 4’s to move up to. I haven’t seen many grade 5 posts available for promotion, so it would be good to see some in the future.	There are grade 5 opportunities within the University, but there is no reason why a Grade 4 cannot progress to a vacant Grade 6 post as long as they meet the person spec skills/criteria.
Benefits/Staffing - Support concerns	Looking at the new team structure there is a lot less admin assistant support, 1 FTE within a team of 5.5 PSO’s doesn’t seem very much. Currently we have approx. 1.3 FTE of a team of 3 PA’s to cut this down seems a scary prospect. I appreciate this is a new structure and job roles are changing but even with the new grade 3 PSA role, if they were taking on a little bit more responsibility and being stretched across 5.5 PSO’s I would think this would become a very challenging role and doesn’t seem like enough support for the PSO’s.	We have addressed this with further 1.0fte support in the new structure with Admissions Co-ordinator.
Benefits/Training	Need to ensure that more than one person has the knowledge required to perform a task. Development and training needs must be identified. Although everyone has their own units recent change has been good as everyone now has a little knowledge to help with changes. The teams are now working well and supporting each other.	thank you for your comment. This is part of the reason we are undertaking this review to ensure a greater shared understanding.
General	Feedback sent to the email address – is it a closed email between sender and receiver? Will the feedback be published to a wider audience?	The email address will only be monitored by DS, CC, KC, KB and CA. If the email is from a group and is in the form of a question, the response to that question will go to the initial distribution group on the email. If it is a suggestion/alternative/comment regarding the proposal, these comments will be looked at as a whole and will be considered at the end of the consultation period. Feedback and responses will be published in the outcome document but will be anonymised as far as possible. The feedback will be themed for the purposes of the final outcome document.

General	What is the impact of this from a research point of view?	The review is about bringing the research of Health and Social Care into a much more integrated team. Centres will stay the same but everyone will be working together. The impact on individual roles within research is detailed in the consultation document and will be further discussed at the individual meetings that will be taking place.
JD - Tasks/Staffing - Support Concerns	With the CPD portal not available for us, the PSO job specification does not mention about manual enrolments into SITs Client or our admissions processes. This is a large proportion on our job role, and whilst I appreciate the job specification cannot list all tasks and responsibilities, this may need to be taken into account alongside the lack of PSA support.	We acknowledge the extra tasks in relation to CPD SITs being required and we have included additional support in the team.
JD - Tasks/Staffing - Support Concerns	Could the Programme Support Officer be renamed Programme Support Officer (CPD) as CPD is complex and there are lots of different aspects of the role which require adaption to meet the needs of CPD.	We acknowledge this and have amended the job title accordingly.
JDs - Clarity	CPD is very complex and we have gained expertise in this area, the new job descriptions do not make it clear what we do.	JDs need to be generic and cannot contain the complexity of each individual role. However, the main responsibilities should be clear. We have reviewed the JD and made changes as appropriate. See below and in the new JD.
JDs - Clarity	As there is only one job description for 2 x grade 7 roles, it would be helpful to know what would be expected. Are both roles to cover both health and social care clients? Is there any expectation of how this would work? What is the expectation in terms of seeing clients externally and managing the reporting – within health this is considerable with quarterly reporting to HEE and to 11 individual trusts in terms of financial and student progression. Whilst the grade 7 does and should have overall responsibility for this, the compilation is done by the Business and Programmes Officer - Health. Whilst I appreciate it may not be intended for the G7 to pick this up, without confidence in how this will be managed it seems inevitable that a fair proportion will, at least in the short term, fall to the G7. For G7 roles to be effective and operating at full potential, support needs to be in place to enable time out of the office and to develop new opportunities. The proposal does not seem to address the level of administrative work that will need to be covered (and is the overall responsibility of the G7) in order to free the post up. However, without an idea of how it is envisaged these roles will work together it is difficult to comment.	We recognise there are two posts and it will be decided what they cover, but there will be an expectation that they would work together to build resilience. Student progression would be within the remit of the programme support team under PSTL. Managing the reporting to the client organisation would sit within the Business Support Relations Manager role. We will alter the JD of the BSRM to include this and work with the programme team to operationalise it.
JDs - Errors	Post Doc JD mentions dementia field and the person spec mentions fieldwork skills - should these change to something generic?	JD has been altered to reflect this.
JDs - Job Title	Due to the complexities of CPD, I think we should have a 'PSO – CPD' job spec. as well as the PSO job spec.	The job title has been amended to reflect this.
JDs -- Research Project Officer Errors	Job Spec for Research Project Officer is incomplete. Is this the one that was graded? Further areas: Ability to analyse and manipulate data using SPSS. Good skills in Adobe. Content Management Skills (WordPress)	This is specifically detailed in the Person Specification under skills so it is confirmed as the correct JD.

JDs - Tasks	I feel the job descriptions should be more specific to CPD e.g. Programme Support Officer (CPD), Programme Support Administrator (CPD). The job descriptions need to include the following (see bullet points entered separately:	JDs need to be generic and cannot contain the complexity of each individual role. However, the main responsibilities should be clear. We have reviewed the JD and made changes as appropriate including the job title. See below and in the new JD.
JDs - Tasks	o Effectively managing the Admissions process, processing application forms, creating student records and enrolments.	This will not be added in as we have acknowledged further support needs to be available for admissions.
JDs - Tasks	o Effectively co-ordinating and managing multiple CPD units and Programmes with multiple courses across an academic year.	All programme support officers do this across the University so it is not felt that there is sufficient need to change the JD.
JDs - Tasks	o Liaise and provide information on students' progress to Local Authorities and NHS Trusts	This is true, but is also part of the UG student Programme Support Officer role and it is felt that it doesn't need to be explicitly mentioned as it is covered in the current bullet points.
JDs - Tasks	o Effectively processing Payment Agreement forms and liaising with the Finance Department	This task is covered in the new JD under main responsibilities.
JDs - Tasks	o Co-ordinating and Allocating Assignment marking to external markers and internal academics	This task is covered in the new JD under main responsibilities.
JDs - Tasks	o Effectively managing the use of multiple VLE's and working closely with Learning Technology	This task is covered in the new JD under main responsibilities.
JDs - Tasks	o Working closely with the Student Lifecycle teams to manage CPD effectively in SITS	We acknowledge this is a requirement which will continue. Therefore, we have expanded support to the team, which should free up PSO time. This task is covered in the new JD under main responsibilities.
JDs - Tasks	The Admin Assistant also does all the admin for all the non-accredited units which run at various times of the year. This also includes organising a conference, which has taken up a large amount of their time.	Programme Support Officers will be expected to undertake both accredited units and non-accredited study days.
JDs - Tasks	The requirements of a research assistant role in PQSWPP is more specific/specialised than the JD suggests, i.e. design and presentation skills are an important aspect of the work in addition to key research skills.	JD altered to include this. However also covered in Institute/Centre Administrator and Research Project Officer role.
JDs - Tasks	Non-accredited provision. Currently Grade 3 designated member for 10 hours a week. Not shown in any JD. Does not fall into PSO role as no accreditation meaning no enrolments or board presentation.	Programme Support Officers will be expected to undertake both accredited units and non-accredited study days. JD has been altered to show this.
JDs - Tasks	The Institute/Centre Administrator post has a wide remit with responsibilities supporting all administrative requirements for the Centre. This could be broken down into two posts. One retaining Institute/Centre Administration ensuring cover over a 5 day week but releasing some hours and creating an additional Programme Administrative Support post to fill in the gaps explained above.	This post is intentionally broad and required to be so. The JD outlines the essential tasks associated with this role and we believe that 1.0fte is appropriate.

JDs - Tasks	There are a number of tasks on the job description which are not undertaken by the present admissions role, which I do not think are possible if the role is just one person and some, e.g. CPD brochure, marketing which I believe should stay within the role of the G7 and Framework Lead.	We have altered this in the JDs for Admissions Co-ordinator and Business Support Manager roles.
JDs - Tasks	Concern over who will do much of this role. It is hard to see how a considerable amount of this work will not end up with the G7 roles, at least in the short term. There does not appear to be adequate provision within the proposal at a suitable grade. The team leader role could take responsibility for much of this but it does not appear to be in the JD which is already very full. This is an area of risk as the complexity of juggling the various contract requests from trusts in line with our HEE Wessex contract, individual trust contracts and bespoke work allocations/ finances and reporting is at present done within this role.	It is expected that the report would be produced from information readily available through the Programme Support Team Leader and Programme Support Officers.
JDs - Tasks	Which role will undertake: HEW quarterly reports (student progressions), Trust quarterly reports (student progression; HEW contract and Trust frameworks including bespoke activity - allocation of places/financial monitoring; Trust changes to HEW WT funds (as permitted by HEW contract), monitoring of invoices for additional work, monitoring self-funded places to ensure we are paid. This work needs to be done by a G5 staff member. As there are often problems to sort out which is labour intensive, dealing with clients.	This role would lead but would lead with support and assistance from the Programme support team.
JDs - Tasks	Team Leader role. For health – when this role was in place in the past, it encompassed much of the HEW contract monitoring/reporting. I appreciate this is now a wider role with a lot more staff; however, there doesn't appear to be direct responsibility (or time) for monitoring the CPD contracts. My concern is that without direct responsibility for some of this work, it will fall back on to the G7 role in order to meet HEE and trust reporting requirements.	This role would lead but obviously would need input and assistance from the Programme support team.
JDs - Tasks	There are some changes to how our role is described (our post was 'senior administrative' but now it's referred to as 'administrative', so it sound like it's been downgraded. Can the job description say 'senior administrative role' within the job purpose? Is there a reason why this has been removed?	Job titles do not impact on a role when it is evaluated which determines the grade. This is a standard JD from SJP.
JDs - Tasks	We have been given more responsibility by taking on tasks from other people or central roles. It's not that I think we can't do them, it was an observation that we have taken on additional tasks (appeals, complains etc. and also central tasks such as transfers and withdrawals).	Further details were requested and further information is provided in the points below.
JDs - Tasks	The PSO roles aren't similar enough to mean working across teams would not necessarily be simple. We have various differences and complexities across teams. I wouldn't know how to deal with placements, exams, UG full programmes - the same as they wouldn't know how to deal with CPD units or process applications in SITS client. If a PSO came to do my job, they would need training and vice versa, which might not be possible in times of absence; it would be quicker for another PSO's in my team to take on the work.	We agree this would not be simple, but it would not be impossible. It is correct that we try to ensure people who deal with similar issues (not the same) have the same job description. We would also be encouraging staff to learn all aspects of the roles nuances.
JDs - Tasks	The job spec. seems to be generally very broad and generic.	It is and that is intentional to make it so that it matches other similar roles.
JDs - Tasks	CPD have various complex additions which aren't mentioned i.e. Admissions/enrolments, managing of multiple and complex CPD Units, liaising with local authorities, dealing with payments/finance, the use of multiple VLE systems, working closely with IT, Student life cycle and learning technology to troubleshoot and manage CPD units effectively for staff and students	We acknowledge this, but will not list each task in the JD. Each should be covered in broad bullet points under main responsibilities.
JDs - Tasks	It's been said in recent meetings that the Prog. Support Team Leader would be there to help and is someone who would be quite involved with the PSO's – would that mean they would help with tasks? I can't imagine a Grade 6 doing extensions...or would they delegate this to someone else to help us? It's not clear from the job description that they would help us on this level.	As a team leader they would undertake any activities that needed to be done within programme administration.

JDs - Tasks	I can see the Institute/Centre Administrator is there to support all admin requirements for the centre, so maybe they can support us in times of need. It's difficult to imagine if they would have the capacity to support us as much as we would need as this is a new role. If there is one Admission role and one PSA role, what happens when they take annual leave or go on sick? Who would be here to take on their workload?	The Administrator role will undertake tasks for all Directors and Centre Leads within the Institute, under the overall strategic direction of the Director of the Institute. They are not part of programme administration support.
JDs - Tasks	The Research Assistant and Research Assistant Support roles don't mention anything about supporting PSO's or the centre with administration.	They are separate to the programme administrative function and will not be expected to support this activity.
JDs - Tasks	Enrolment is not mentioned in the job descriptions. This is linked to SITS; currently have to manually enrol students which is very time heavy and different to the way every other faculty works.	Enrolment is mentioned within the main responsibilities. We acknowledge SITS means that CPD have additional activities.
JDs - Tasks	Centre Administrator - how would that role work?	This role will be managed with the Research Centre structure line managed by the leaders of the Institute/Centre. This role is not focused on programme administration, but is on the activities of the Institute and Centres within.
JDs - Tasks	Complexities of CPD not mentioned enough - this involves a lot of lengthy processes.	We've addressed this in the level fte support for the team. The responsibilities of the role are covered in the main responsibilities in the job description.
JDs - Title	Where does the non-accredited course admin slot in? Is this included within the PSA new role?	Programme Support Officers will be expected to undertake both accredited units and non-accredited study days and is reflected in the JD.
JDs Tasks	I do think it would be good for the admissions person to attend marketing events as this is a good way to get to know the clients and understand the issues that face our purchasers and students have.	Thank you and this is included in the JD.
Location	I feel that there is more space on the 1 st floor of RLH, which would accommodate the whole team better than the 4 th floor. One the 1 st floor there are currently 4 spare desks and room to have at least 2 further desks if needed. There is also a spare office which could be used by the Team Leader. All this is possible without making any structural changes such as knocking down walls. I feel that the space on the 4 th floor, even if the wall is taken down, would be quite cosy when everyone is there. In addition to this, there is a very small kitchen on the 4th floor which is shared by a lot of staff. On the 1st floor there is a bigger kitchen and more facilities such as a bigger kitchen area	We would need to check the full space requirements for this and double check where the space would be of most beneficial. This would be a short term solution until move to BGB is completed, which is Summer 2020.
Location	As discussed at the meeting on the 24 th January, I agree that it would be better if the new 'home' for the CPD Support Team was on Floor 1 in Royal London House. There is far more room on floor 1, in terms of desk space and storage space as well as a larger kitchen. I feel on the fourth floor we would all be squashed in together and the kitchen, which is very small, would not be able to support the team.	We would need to check the full space requirements for this and double check where the space would be of most beneficial. This would be a short term solution until move to BGB is completed, which is Summer 2020.
Location	What will happen in terms of the physical location of staff?	The re-organisation in terms of physically bringing programme teams together will be done through Estates. This is outlined in the consultation document. All other staff movements, if any, will be agreed with leads of the Centres.

Location	Request was made that the 1st floor be considered as there are better facilities and it is a bigger space.	We would need to check the full space requirements for this and double check where the space would be of most beneficial. This would be a short term solution until move to BGB is completed, which is Summer 2020.
Progression	It's very frustrating to see there are no progression opportunities at grade 5 in the new structure for the many grade 4's. With only one grade 6 opportunity. However those on grade 2 have the option to progress to grade 3's. Why is this?	Each JD was evaluated by HR in line with the specific responsibilities and this determined the grade. There is nothing to suggest that a G4 could not progress to G6 as an opportunity should there be a vacancy. It does not mean there would need to be an interim step to Grade 5.
Salary	If I am put into a post at a lower grade, will salary protection be on offer?	In the event of redeployment to a post one grade lower than your current substantive post, your salary would be protected for a period of two years. This means for this period you would be entitled to cost of living awards in addition to being considered for pay progression if applicable. At the end of this period, your salary would be frozen and you would 'mark time' until the salary of your post was equivalent to or exceeded your protected pay.
Staffing - Admissions	We do not have an online Admissions or online enrolment portal; therefore we do these processes by paper applications and manual creation of student records and enrolments in SITS Client.	Further details were requested and further information is provided in the points below.
Staffing - Admissions	Why is there a Health Admissions post but not a Social Work admissions post? This has always seemed unfair as Social work admissions are currently processed by admin assistants and programme administrators. Unsure in the new structure who will be responsible for this?	We have addressed this with further 1.0fte support in the new structure with Admissions Co-ordinator.
Staffing - Admissions	Will the Admissions Coordinator –CDP Health, only be responsible for CPD Health or will there be scope to integrate some of PQSW admissions? I know the admissions process is different but if we are coming together as one team whether they would help with the PQSW applications/commissioning courses etc.	The additional support we have provided will be through admissions, which will free up PSOs from their current admissions activities where appropriate.
Staffing - Admissions	The current Admissions Administrator role is supported by the Admin Assistant and because of this; the Admin Assistant is currently the only person able to cover, to a certain point, for the Admissions Administrator. If there is only one Admissions Coordinator, this doesn't support the idea of there being cover for all roles as there will be no one to cover any periods of absence if there is only one person filling this post.	The additional support we have provided will be through admissions, which will free up PSOs from their current admissions activities where appropriate.
Staffing - Admissions	The other Admissions related area I am concerned about is that currently the Programme Administrators in the PQSW team do all their own admissions for their units. This is not part of the PSO job role and they should not be doing this as it is a completely different job. If the PQSW current practice is brought in line with the CPD team, as would be in line with the rest of the University PSO job descriptions, then the Admissions Coordinator role would dramatically increase.	The additional support we have provided will be through admissions, which will free up PSOs from their current admissions activities where appropriate.

Staffing - Admissions	Also at various busy periods of the year, the Admin Assistant spends a large part of their role helping the current Admissions Administrator. This is usually in the summer and at the start of the New Year when the new intakes are being confirmed for the next financial year. In the last 6 months, the Admin Assistant has actually focused almost all their time supporting the Admissions Administrator, due to the volume of work the Admissions role has had.	With the additional support of a further admissions administrator we believe this has been addressed.
Staffing - Admissions	The admissions role is vital – as a key link with our external clients. In my opinion this should be a grade 5 role if it is to increase in responsibility with the loss of the Business and Programmes Officer role. It would seem sensible to have ALL admissions going through a similar system – (allowing all PAs to be doing the same role). Whilst this would necessitate having an additional Admissions role – considering the value (over £2m) of work coming through admissions it would avoid the single point of failure which has caused so many issues over the past year as we have been dependant on inexperienced temporary staff. As a vital point of contact for our trust partners and first point of contact for students, the role is too important to rely on one person. Two admissions roles could potentially take all admissions (over £2m) and give cover for sickness / holidays and allow time for some of the additional tasks that have been put into the role. Within CPD health admissions is complicated by the variety of different contracts that are held – and the need for all of these to be monitored and finance to be balanced. E.g. One trust could have 4 staff on the same unit, all under different agreements – HEE WT fund, HEE flexi, Trust funded, charity funded, or a fee payer. Attention to detail and careful monitoring of places is essential.	We have taken this into account and have increased support to the team.
Staffing - Admissions	Real concerns over the grade of this role {Admissions Co-ordinator} considering the responsibilities in relation to risk to the contract.	This role has been evaluated under the BU hay evaluation system. However minor tweaks to the responsibilities have been made.
Staffing - Admissions	There is a role for Admissions (Health); does this mean that his person will also process our (PQSW) admissions? As a general observation the job descriptions seem to be more focussed and worded to suit other department PSO's and their tasks. The only job role that relates to CPD specifically is the Health Admissions and that doesn't incorporate PQSW. Therefore I do think this post should be CPD Admissions (Health & PQSW).	We have increased support for admissions to encompass both Health and Social Care and provide resilience to this post.
Staffing - Admissions	Currently nobody to cover the admissions role (NCPQSW)	This has been rectified.
Staffing - Support concerns	In the proposed structure there is only one FT PSA to support 5.5 PSO's across health and social work CPD teams what is the justification for reducing the support to one full time PSA? Who is expected to cover the PSA duties for sickness/annual leave and busier times of the year?	This is true, but the whole structure should be reviewed together. What exactly is missing from the JDs for the whole structure? As per all teams across BU work would be picked up by other staff in the team as happens now I imagine. So can we make that work? If not, why not? Please note that there will also be a dedicated team leader which would only undertake duties associated with programme administration.
Staffing - Support Concerns	Currently part of the Admin Assistants role is to help the Programme Administrators with enrolling new students onto CPD units. Since moving to SITS, enrolling students onto CPD has become a much longer and time consuming process as CPD students are unable to be manually enrolled. Therefore the Programme Administrators have had to have a lot of extra training to be able to enrol students using SITS Live which is not a user friendly system.	The additional support we have provided will be through admissions, which will free up PSOs from their current admissions activities where appropriate.
Staffing - Support Concerns	If there is only one PSA, this doesn't support the idea of there being cover for all roles as there will be no one to cover any periods of absence if there is only one PSA.	For short periods of absence the Programme Support Officers would be expected to support the activities.

Staffing - Support Concerns	Concern over the loss of roles within the area of research, considering the current workload held by the department, particularly in respect to research administration. What admin support will be available to the research team or is this additional workload to be added to the pre-existing staff base? The team operates at capacity due to vacancies.	At the moment there are two personnel in the NCPQSW but in the new structure there will be 3, including the Institute/Centre Administrator supporting the activities of the entire Institute as well as Post Doc Research Fellows.
Staffing - Support Concerns	CPD does not have a portal enabling paperless student application and admissions. Admissions are manually processed (please see separate feedback regarding the Admissions Coordinator role below) and PSO's and Administrators require in depth knowledge of a back office system in SITs called 'Client' to manually enrol all students. The 'Client' database is complex and requires a lot of detailed information to be input. We have revisited and updated the analysis on the enrolment processes required in SITs in comparison to Unit E and as you can see from the attachment there are no efficiencies – it does in fact highlight the complexities of the system and additional information that requires inputting. Effectively doubles the time it takes to enrol students.	The additional support we have provided will be through admissions, which will free up PSOs from their current admissions activities where appropriate.
Staffing - Support Concerns	Currently, we are in the process of moving our VLE from MyBU to Brightspace and both systems are running alongside each other. This is complex and demanding until Brightspace is established and MyBU is phased out. Frustratingly, we again find ourselves in a position whereby the new system is not fit for purpose for CPD, it has been established we can have one area for each programme/unit and levels however, as there is no live student feed from SITs it is necessary to manually add students to the programme/unit causing an additional process unique to CPD.	The process of having two systems alongside each other will phase out and this will last for 6-8 months. So gradually use of MyBU will be phased out as units complete and will ultimately work fully in Brightspace. We agree there is an issue in the way units are set up on CPD, but it is anticipated that this will be resolved this September due to IT developments.
Staffing - Support Concerns	In addition to the student data the PSO's will be required to input in SITs (i.e. enrolments, withdrawals etc.) the new job description now includes "Provision of support to the Academic Offences process". Previously this was carried out by an Quality and Education Enhancement Officer.	Programme Administrators have always supported the Academic Offences processes. Preliminary meetings are organised and minuted by Programme Support Offices (previously Programme Administrators). If a subsequent panel is needed then Academic Quality would arrange this at that point. As such we do not believe that there is additional work for this task.
Staffing - Support Concerns	1 FTE Programme Support Administrator is not enough for the CPD Support Team. The 1 FTE would need to support the 5.5 FTE Programme Support Officers with enrolling, process non-accredited cohorts and support the Admissions Co-ordinator. Ideally I think Admissions needs a 0.75/1 FTE person to support the Co-ordinator & who will then be able to provide cover for the Co-ordinator for annual leave/sickness periods. Then a separate 1 FTE position allocated to the PSO's to be able to provide adequate support to the team. Our processes differ greatly from the Undergraduate teams including manually enrolling students onto SITS, manually enrolling students onto Bright space, administration for non-accredited units. Our previous full time student support officer role would complete student enrolments, administration for non-accredited units along with other duties such as sending & tracking student work to External Examiners, receiving hardcopy student submissions & updating mark sheets accordingly, attending 1 st day enrolments to cover for annual leave etc.	The additional support we have provided will be through admissions, which will free up PSOs from their current admissions activities where appropriate.

Staffing - Support Concerns	Enrolling students: As the majority of CPD students are funded by a third party (Trusts and Councils) as opposed to self-funding there, as yet, is no way that students can apply online via myhub like the undergraduate students do. As a result of this we have to manually enrol all of our students ourselves (we have approximately 1000+ students a year). This is a very lengthy process and actually takes longer in SITS than it did on Unit E (approximately 4 times longer). Both Programme Administrators and Administrative Assistants currently enrol students onto SITS.	We have taken this into account and have increased support to the team which we feel will free up time for this process to be managed effectively.
Staffing - Support Concerns	Brightspace: Due to the 'uniqueness' of CPD, the Programme Administrators have also been given a lot of manual workarounds for Brightspace, the new VLE. The main task is manually enrolling our students onto the Brightspace units (as well as enrolling them onto SITS). So effectively we are enrolling students twice. As a result of this we have been given additional 'permissions' for Brightspace that other Programme Administrators/PSO's in the Undergraduate Teams do not have.	The process of having two systems alongside each other will phase out and this will last for 6-8 months. So gradually use of MyBU will be phased out as units complete and will ultimately work fully in Brightspace. We agree there is an issue in the way units are set up on CPD, but it is anticipated that this will be resolved this September due to IT developments.
Staffing - Support Concerns	I strongly feel that 1 FTE Programme Support Administrator is not enough for the CPD Support Team. As it stands this 1 FTE would need to support the 5.5 FTE Programme Support Officers with enrolling, process non-accredited cohorts and support the Admissions Co-ordinator, on top of all the other tasks mentioned in the job description. I would suggest that maybe the Institute/Centre Administrator Role be moved to a point 0.5 or 0.6 FTE (I understand that in other departments this is not a full time role) so that we could have more Programme Support Administrators. At present this role is completed by 1 FTE Band 4 however, this role is currently being supported on a daily basis by the Part-time Administrative Assistant within the Health team as well. Having discussed this with the current post holder and the previous post holder who was in the role for 3 years, they have both agreed that this role does require regular administrative support on a weekly basis. Like with the Programme Administrator role, I feel that it is important that all the knowledge is not left with just one person as it does affect the resilience of the team. Whilst I appreciate that the Programme Support Team Leader will be expected to have knowledge of both the Programme Support Officer role and the Admissions Co-ordinator role, I still think additional support is needed to ensure adequate and effective cover and to provide regular support for the role.	We have taken this into account and have increased support to the team which we feel will free up time for this process to be managed effectively.
Staffing - Support Concerns	There is a lot of manual processes in PQSW which take up time of two part-time admin assistants. This is largely because there is paperwork in relation to handbooks, welcome packs, exam board letters and transcripts, printing and processing extension forms, applications forms, etc. We will need help to go paperless apart from application forms where this is currently impossible. However, will need academic buy-in and time. 1.0 fte will struggle with this otherwise.	We agree there may be processes that could be streamlined and eliminated in some cases where appropriate. Therefore, the Programme Team Leader would instigate a review of these processes to assess possible cost and time savings and sustainability.
Staffing – Support concerns	I think the new IT systems have made some efficiencies which have meant smoother processes and saved some time, but for CPD they have also made more/or a duplication of work. This has meant we have been left in the dark as to how things will work for us; we have arranged additional meetings with central staff and worked closely with them to come up with our own solutions. We envisage this will continue until the systems work for CPD. Also we have been to numerous training sessions that are completely irrelevant to CPD and have no examples prepared for us. My point is that we have benefitted from some IT changes but it's has also increased our workload.	We acknowledge the need to continue with workarounds for CPD administration within SITS. We have made provision for some additional staff to free up PSO time. We have also not made any reduction in PSO fte.

Staffing – Support Concerns	Looking at the new structure my initial concern is that 1 PSA is not enough admin support for 5.5 PSO's. We currently have 1.27 of admin support to 3.0 PA's. What is the reason for reducing the administration support to PSO's? Because I think of tasks on an individual basis, and the job descriptions are much more broad and vague now, it's difficult to understand where specific tasks will sit. For example, we have a lot of extension requests and our admin assistant could spend the entire morning just doing this one task. If the PSA spends all morning doing that task, I can't see how they would get much else done for other PSO's.	Some tasks such as described should be undertaken by the PSO. However, the team leader would have ultimate responsibility to share the workload as appropriate within the staff base.
Staffing – Support Concerns	There was a positive reaction to having 5 programme assistants but one FTE admin assistant will not be enough. Current admin needs support at the moment so reducing that even more will have an adverse effect.	We have acknowledged this and increased support within the team.
Staffing – Support Concerns	There is also work to do around the Brightspace and MyBU which are currently working side by side and will do so for the next 2 years until that cohort of students have graduated. All submission boxes are on MyBU and would be a very lengthy process to re-set them up in Brightspace.	The process of having two systems alongside each other will phase out and this will last for 6-8 months. So gradually use of MyBU will be phased out as units complete and will ultimately work fully in Brightspace. We agree there is an issue in the way units are set up on CPD, but it is anticipated that this will be resolved this September due to IT developments.
Staffing - Support Concerns/JD- Tasks	Non-Accredited Units: As well as accredited units, we also offer non-accredited units to students. Excluding the Learning & Assessing unit, currently all the non-accredited units are looked after by the Administrative Assistants. For each non-accredited unit that runs, the Administrative Assistant has to send a confirmation email out to each applicant, produce a register for the first day, order any printing that is required and print out a certificate for each student who attends the training. It takes approximately 2 hours per cohort and in 2017 there were 30 cohorts. The Administrative Assistant was also responsible for doing a lot of work surrounding the NMP conference last year. This took up approximately 5 full working days of the Administrative Assistants time.	This work is varied and sporadic and we would expect the Team Leader to allocate staff to this work accordingly to demand.
Staffing - Team Leader	Role of the Programme Team leader - that person will be supporting some of the activities. They will have the capacity to step in and help with everything. The Team Leader/Line Manager must be someone who really understands the faculty, job and people they work with. They must have a background in programmes and there must be people in place who can step in if that person is away. This role is pivotal and requires someone who is dedicated. It is ring-fenced to the team so there is an opportunity for promotion.	It is ring fenced to impacted staff, but we will need to ensure we appoint a person with the appropriate skills that meet the person specification. Some staff may have prior consideration for this role.
Staffing - Team Leader	I feel it is essential that the Team Leader appointed to this post should have good solid experience of working in a Programme team so they know what the University policies and procedures are in this area, and have a working knowledge of these. I also feel that it needs someone who has experience of leading a team, as in my experience bringing two teams together and streamlining the practices of these can be a big challenge.	The team leader role has been evaluated and will be ring-fenced for impacted staff in the first instance.

Staffing - Timing	Queries were raised over when the team will be merged?	Asap once the outcome document has been released. DS will speak to Estates initially about what will be required; hopefully it will be in place by the end of this academic year, if not it will be early part of next academic year. Everyone will be consulted about room changes/moves and timings of those to ensure limited disturbance in working hours. Current plan is for everyone to be on the 4th floor depending on any proposal changes.
Structure	Greater clarity required about the resources available to undertake research and line management. Particularly in respect to Post-Doctoral Research Fellows. Organisation chart in Business support manager appears to indicate line management responsibility for Research Centre Project Officer (referred to as Research Centre Project Manager within diagram) this conflicts with the Proposed CPD Support Team Structure.	We will correct the diagram to reflect line management responsibility to the Institute/Centre leads.
Structure - Clarity	Line Management responsibilities for post doc ADRC are unclear. Line Managers should remain the same but the document states reporting to DoP in terms of management but under Directors/Lead Institute for operational aspects.	We've checked the JD and diagram and it appears to be correct in line management through Institute/Centre leads whichever is appropriate.
Structure - Clarity	Unclear for line management for ADRC Administrator.	The Administrator role will undertake tasks for all Directors and Centre Leads within the Institute, under the overall strategic direction of the Director of the Institute.
Structure - Timing	When is the new structure effective and will there be interviews for the new posts?	The effective date of the new structure hasn't yet been determined as this is the first day of consultation and we would like feedback on the proposal. An interview schedule will be confirmed once the final outcome is known which will be 13 March. More clarity will be provided at that time, however it is hoped that dates for interview will be set shortly after 13 March. There will be further individual meetings arranged after 13 March.
Timing of consultation	Why is the consultation happening now when SITS is not fit for purpose for CPD? We do not have an online Admissions or online enrolment portal; therefore we do these processes by paper applications and manual creation of student records and enrolments in SITS Client.	This consultation was never intended to be aligned to SITS. Indeed as a group working together the integrated support will we hope be able to continue to highlight the areas of concern with SITS but in a much more co-ordinated way.

APPENDIX B: Notes from Group Meetings

Proposal for Consultation: CPD Support Team (HSS) Group Meeting 9 January 2018

Minutes

Present:

Mary-Ann Robertson
Sandra Adye
Jill Bailey
Claire Burbidge
Lisa Curtis
Heather Martinson
Abbie Rees
Katie Huey
Rebecca Triggs
Michelle Heward
Sally Lee
Emily Rosenorn-Lang
Stevie Corbin Clarke
Deirdre Sparrowhawk
Professor Keith Brown
Clive Andrewes
Kathryn Cheshir
Catherine Charnley
Ali Ebrahimi-Sabet
Adam Wright
Emma Pegrum

DS opened the meeting with introductions and explained the purpose of the meeting was to provide an overview of the proposed structure of the CPD Support Team within FHSS which has been approved to go to consultation by UET.

DS introduced the proposal and shared the key reasons and rationale for change, citing:

- Bringing together two teams that work separately currently but operate similar processes and for similar students (being part-time largely and unit/module driven).
- Improve resilience in terms of knowledge, busy periods, annual leave and sickness. This is especially important in terms of the induction and training of new staff.
- Reflect the nature of Health and Social Care and its integration and therefore the business of the Faculty.
- Bring job descriptions into line with other similar roles across the University.

DS explained that a 30-day consultation period starts today, 9 January 2018 and ends at 4pm on 7 February 2018. A dedicated email address has been set up and the consultation document will be saved and available online. An article will be published on the staff intranet enabling the wider BU community to provide feedback. It was explained that individual meetings will follow this afternoon and tomorrow, and these can be rearranged if the suggested time is not convenient. As this is a proposal, all comments and feedback is welcome. There will be another group meeting for impacted staff on 24 January.

The proposal currently indicates 11 slot-ins and 4 individuals potentially at risk of redundancy. Roles from the proposed new structure would be available via prior consideration and ring-fencing would occur where applicable. During the consultation period staff can express an interest in voluntary severance which would be considered, as per the criteria in the consultation document.

Q&A session

- Q) Feedback sent to the email address – is it a closed email between sender and receiver? Will the feedback be published to a wider audience?
- A) The email address will only be monitored by DS, CC, KC, KB and CA. If the email is from a group and is in the form of a question, the response to that question will go to the initial distribution group on the email. If it is a suggestion/alternative/comment regarding the proposal, these comments will be looked at as a whole and will be considered at the end of the consultation period. Feedback and responses will be published in the outcome document but will be anonymised as far as possible. The feedback will be themed for the purposes of the final outcome document.
- Q) What is the impact of this from a research point of view?
- A) The review is about bringing the research of Health and Social Care into a much more integrated team. Centres will stay the same but everyone will be working together. The impact on individual roles within research is detailed in the consultation document and will be further discussed at the individual meetings that will be taking place.
- Q) If I am put into a post at a lower grade, will salary protection be on offer?
- A) In the event of redeployment to a post one grade lower than your current substantive post, your salary would be protected for a period of two years. This means for this period you would be entitled to cost of living awards in addition to being considered for pay progression if applicable. At the end of this period, your salary would be frozen and you would 'mark time' until the salary of your post was equivalent to or exceeded your protected pay.
- Q) When is the new structure effective and will there be interviews for the new posts?
- A) The effective date of the new structure hasn't yet been determined as this is the first day of consultation and we would like feedback on the proposal. An interview schedule will be confirmed once the final outcome is known which will be 13 March. More clarity will be provided at that time, however it is hoped that dates for interview will be set shortly after 13 March. There will be further individual meetings arranged after 13 March.
- Q) What will happen in terms of the physical location of staff?
- A) The re-organisation in terms of physically bringing programme teams together will be done through Estates. This is outlined in the consultation document. All other staff movements, if any, will be agreed with leads of the Centres.

After the Q&A session the support mechanisms that are available was highlighted and details are provided in the consultation document. At the end of the meeting, a copy of the consultation document and invite letters to the individual meetings were distributed. DS reminded the meeting of the feedback mechanisms.

Proposal for Consultation: CPD Support Team (HSS) Group Meeting
24th January 2018

Attendees

Deirdre Sparrowhawk
Catherine Charnley
John Clough
Emma Pegrum
Heather Martinson
Claire Burbidge
Alison Kazem-Malaki
Katie Huey
Stevie Corbin Clarke
Rebecca Triggs

DS outlined that this session was for staff to feedback any points that they would like the Faculty to consider in terms of the final structure, JDs and other general queries. DS advised that they would answer queries if there were quick answers.

Below are the points raised by the staff present for consideration.

- It was mentioned that staff were happy that the teams are merging as already cross on certain units.
- There was a positive reaction to having 5 programme assistants but one FTE admin assistant will not be enough. Current admin needs support at the moment so reducing that even more will have an adverse effect.
- Non accredited is not mentioned in the job descriptions and must be - very labour intensive.
- Enrolment is not mentioned in the job descriptions. This is linked to SITS, currently have to manually enrol students which is very time heavy and different to the way every other faculty works.
- Currently nobody to cover the admissions role.
- Role of the Focus Team leader - that person will be supporting some of the activities. They will have the capacity to step in and help with everything. The Team Leader/Line Manager must be someone who really understands the faculty, job and people they work with. They must have a background in programmes and there must be people in place who can step in if that person is away. This role is pivotal and requires someone who is dedicated. It is ring-fenced to the team so there is an opportunity for promotion.

- Need to ensure that more than one person has the knowledge required to perform a task. Development and training needs must be identified. Although everyone has their own units recent change has been good as everyone now has a little knowledge to help with changes. The teams are now working well and supporting each other.
- Centre Administrator - how would that role work?
 - Answer: ADRC currently has a 0.8 administrator (0.4 covered by Sci-tech, 0.4 by HSS). There is an additional 0.6 sitting in that post that could responsibility of some tasks.
- There is also work to do around the Brightspace and MyBU which are currently working side by side and will do so for the next 2 years until that cohort of students have graduated. All submission boxes are on MyBU and would be a very lengthy process to re-set them up in Brightspace.
 - Answer: DS - we need to understand how this works - are there licenses for both running simultaneously and if so when do they expire?
- Complexities of CPD not mentioned enough - this involves a lot of lengthy processes.
- Queries over when the team will be merged?
 - Answer: DS - asap once the outcome document has been released. DS will speak to Estates initially about what will be required, hopefully it will be in place by the end of this academic year, if not it will be early part of next academic year. Everyone will be consulted about room changes/moves and timings of those to ensure limited disturbance in working hours. Current plan is for everyone to be on the 4th floor depending on any proposal changes.
- Request was made that the 1st floor be considered as there are better facilities and it is a bigger space.

APPENDIX C : Equality Analysis

Screening	Please provide explanatory comments
1. What activity is being analysed?	Review of Structure : Continuing Professional Development (CPD) Support Team
2. Who likely to be affected by the activity?	The review impacts on support staff within specific teams in the Faculty of Health & Social Sciences.
3. Who led the analysis?	Deirdre Sparrowhawk, Director of Operations
4. Who contributed to the analysis?	Support from within HR and the Equality and Diversity Adviser (based on an overview of the proposal outlined within the consultation document).
5. What information has been used to inform the analysis?	Relevant data includes BU staff profiles plus the equality information of those directly affected (where disclosed). Consultation feedback from stakeholders including Trade Union representatives was invited during the consultation period.
Analysis	Please provide explanatory comments
6. How does the activity promote good relations/equality/inclusion in relation to:	Please see section 8 for further comments on the possibilities of potentially positive impacts.
6.1 Age	N/A
6.2 Disability	N/A
6.3 Gender Reassignment	N/A
6.4 Marriage and civil partnership	N/A
6.5 Pregnancy and maternity (including paternity)	N/A
6.6 Race (colour, ethnic or national background)	N/A
6.7 Religion or belief (including non-belief)	N/A
6.8 Sex (Female/Male)	N/A
6.9 Sexual orientation	N/A
7. Does the activity have an actual or potential adverse impact in relation to?	Of all individuals who are identified as impacted by the review (and where equality information has been provided), the review is more likely to affect individuals who are between the ages of 26 and 35. All impacted individuals are female. In line with guidance from the Equality and Human Rights Commission and the Data Protection Act, details have not been stated where the numbers are less than 10.

7.1 Age	No negative impact				
7.2 Disability	No negative impact				
7.3 Gender Reassignment	No negative impact.				
7.4 Marriage and civil partnership	No negative impact.				
7.5 Pregnancy and maternity (including paternity)	No negative impact.				
7.6 Race (colour, ethnic or national background)	No negative impact				
7.7 Religion or belief (including non-belief)	No negative impact.				
7.8 Sex (Female/Male)	No negative impact				
7.9 Sexual Orientation	No negative impact.				
8. Comment on the good practice identified					
If a role is described as 1 FTE, it means that the organisation has identified that ideally it requires the equivalent of full time working hours to ensure all duties and responsibilities of the role are met. This does not preclude the possibility of more than one individual undertaking the role on a part time / job share basis as long as ideally the total number of hours add up to a full time equivalent. This can be discussed on a role by role basis with individuals.					
9. Comment on the actions to mitigate actual or potential adverse impact					
In line with the University's Code of Practice – Redundancy, where individuals are placed at risk of redundancy the University will seek to mitigate any redundancy through redeployment and as a result this may minimise impact at an institutional level. At the interview stage, for those not slotting into roles all candidates would be asked if any reasonable adjustments need to be considered.					
10. Decision/Feedback/Approval		Continue the BU Policy (Level 1). We believe there is no perceived negative impact between the protected characteristics.			
10.1 What is the analysis outcome? (See Table 1 to assist here)	Please circle	Level 1	Level 2	Level 3	Level 4
10.2 Have you consulted with EDSG?	The document was circulated by the Equality and Diversity Adviser on release of the proposal.				
10.3 When will the analysis be reported to EDSG?	As above.				
10.4 Which Committee will approve the analysis?	UET				
10.5 Date of approval	February 2018				
10.6 When and how will the analysis be reviewed?	Whilst we do not anticipate any negative effects of the change, we will monitor all feedback on a regular basis. The outcome of the consultation is now known and the EA has been updated accordingly.				