



Re-employing Retired Civil Servants

The purpose of this toolkit is to support departments in re-employing retired Civil Servants to assist with peaks in demand in operational areas of work. The toolkit aims to cover everything that departments need to know to ensure this process runs smoothly and in line with employment legislation.

Retired Civil Servants can be a valuable resource when considering how peaks of operational demand can be met. They are likely to have a wealth of knowledge and experience and an understanding of Civil Service culture and values, as well as the freedom to work flexibly.

This scheme is primarily aimed at retired civil servants who may wish to supplement their pension income, however, departments may also want to consider re-employing former civil servants, who are not retired, to tackle peaks in operational demand. If departments choose to do this, it must be made clear that this type of working will not necessarily provide a regular and consistent income.

Under exception 5 of the Civil Service Commission's Recruitment Principles the re-employment of a former Civil Servant does not have to be fair and open. A former civil servant previously appointed on merit through fair and open competition may be re-appointed within a maximum of five years of leaving the Civil Service. This means that employees can be appointed and deployed quickly and easily without the requirement of lengthy recruitment processes.

Please note that the templates contained in this toolkit are only for reference. It is advisable to seek legal advice before implementing any new contracts, terms or conditions.



Access Toolkit

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How to employ retired Civil Servants - Annualised Working Hours



How to employ retired Civil Servants - 'Ad-hoc' hours



Impact on pensions



Managing the resource pool



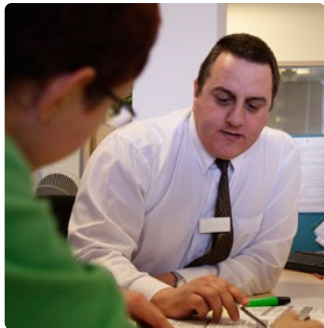
Communications

Annualised Working Hours

Overview

Implementing AWH

Considerations



- Employees on annualised working hours (AWH) contracts work a set number of hours that are spread across the year to meet the needs of the business
- Hours are usually 'rostered', i.e. scheduled in advance to cover peaks in demand, however, they can also be 'reserved' so that employees can be called in as and when they are needed.
- Annualised hours can be entirely rostered or reserved, or a combination of both.

Resources



AWH contract wording and clauses



AWH Terms and conditions



Workforce planning

Benefits:

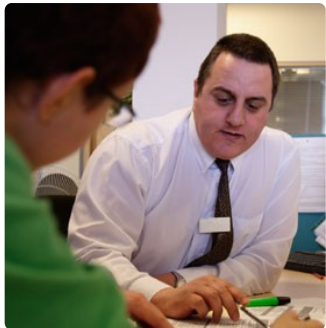
- Employees can be called upon at short notice to cover a surge in work.
- The business has control over working hours, enabling maximum productivity and efficiency
- Promotes long term planning by placing importance on the value of forecasting work
- Reduces overall staffing costs

Annualised Working Hours

Overview

Implementing AWH

Considerations



- Departments should identify known peaks and troughs and calculate how many hours would be needed to meet these demands.
- The number of hours is then divided by the desired contract 'size' to ascertain how many employees are required.
- To determine the ratio of rostered to reserve hours to contract employees for, departments should consider using rostered hours for known peaks and reserved hours for unpredictable demands.
- Departments can alter the ratio of rostered to reserve hours if it becomes apparent that the initial arrangements will not meet business needs. This should be outlined in the employment terms and conditions.
- The department should then create a schedule of annualised hours and communicate this to employees.
- Hours should be recorded in the written statement of employment particulars. Please see 'contract wording and clauses' for examples of wording.

Resources



AWH contract wording and clauses



AWH Terms and conditions



Workforce planning

Benefits:

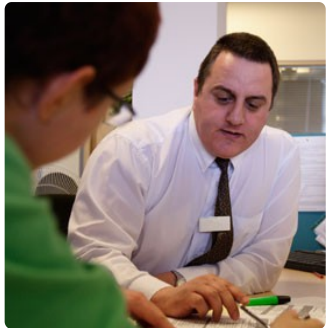
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- Reduces overall staffing costs

Annualised Working Hours

Overview

Implementing AWH

Considerations



- Departments should ensure that employees work all of the reserved hours they have been contracted for, as they are entitled to payment for these whether they are worked or not.
- The department should establish their policy on refusing call-in requests and any consequences of continually doing so. This should be clearly communicated to employees to ensure that they work the hours they have been contracted for and that business needs are met.
- Employees must not be penalised for refusing call in requests for reasons relating to caring for dependants, disability and religion/belief.
- Departments need to have strong workforce planning skills to ensure they have the right number of employees with the right skills, to meet business demand.

Resources



AWH contract wording and clauses



AWH Terms and conditions



Workforce planning

Benefits:

- Employees can be called upon at short notice to cover a surge in work.
- The business has control over working hours, enabling maximum productivity and efficiency
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- Reduces overall staffing costs

Annualised Working Hours

Contract wording and clauses

Resource	Purpose
Rostered and reserve hours	Wording for contracts of employees working combination of reserved and rostered hours.
Rostered hours	Wording for contracts of employees working rostered hours only.
Reserve hours	Wording for contracts of employees working reserved hours only.
Turning down hours	Wording explaining the repercussions of persistently turning down requests to work reserved hours.



Annualised Working Hours

Contract wording - Rostered and reserve hours

Your contractual hours under the organisation's annualised hours arrangements are divided into rostered and reserve hours. You are rostered to work [number] hours per annum. A roster for the [year] will be provided in advance. Your reserve hours are the difference between your contractual hours [number] and your rostered hours. Therefore, your reserve hours are [number] per annum. Reserve hours will be used to cover [peak periods of business, staff sickness, holiday and other absence, and training]. Peak periods of business will be indicated on the roster and may vary from year to year.

The organisation reserves the right to vary the ratio of rostered hours to reserve hours by up to a maximum of **[DN-departments to insert maximum percentage that hours can be altered by]** in accordance with its business requirements, and to require you to work additional (or fewer) rostered hours to meet the needs of the business.



Annualised Working Hours

Contract wording - Rostered hours

Your contractual hours under the organisation's annualised hours arrangement comprise [number] rostered hours per annum. A roster for each [year] will be provided to you in advance.

The organisation reserves the right to vary the number of rostered hours by up to a maximum of **[DN- departments to insert maximum percentage that hours can be altered by]** in accordance with its business requirements, and to require you to work additional (or fewer) hours to meet the needs of the business.



Annualised Working Hours

Contract wording - Reserve hours

Your contractual hours under the organisation's annualised hours arrangements comprise [number] reserve hours per annum. The reserve hours will be used to cover [peak periods of business, staff sickness, holiday and other absence, and training]. Peak periods of business will be notified to you and may vary from year to year.

The organisation reserves the right to vary the number of reserve hours by up to a maximum of **[DN- departments to insert maximum percentage that hours can be altered by]** in accordance with its business requirements, and to require you to work additional (or fewer) hours to meet the needs of the business.



Annualised Working Hours

Turning down hours

You are required to work reserve hours when requested and will be given at least [24 hours'] notice if your shift is to begin earlier or end later than previously stated, and at least [48 hours'] notice if you are required to work on an un-rostered day.

Your line manager/supervisor is responsible for calling in reserve hours as and when they are required, but will not do so without a good reason. In return, you will be expected to respond to a call-in unless you have a good reason for not doing so.

In the event that you refuse to work reserve hours, the organisation may consider disciplinary action up to and including dismissal. In the event that you persistently refuse to work reserve hours [and are unlikely to complete your total number of reserve hours for the annualised hours year in question], the organisation may consider disciplinary action up to and including dismissal. You will be notified at the point that the organisation is considering invoking the disciplinary procedure. **[DN: departments to delete as appropriate, in accordance with their policy on turning down hours]**

The disciplinary procedure in respect of a failure to comply with the specific requirements of your annualised hours contract is as follows:

- One refusal of a call-in to work reserve hours could result in a written reminder from your line manager/supervisor regarding the conditions of your annualised hours contract.
- A second refusal of a call-in to work reserve hours could result in a formal written warning.
- A third refusal of a call-in to work reserve hours could result in a final written warning.
- A fourth refusal of a call-in to work reserve hours could result in dismissal.

Further details of the organisation's disciplinary procedures can be found in the [staff handbook].

Where a call-in of reserve hours is necessary, as a general rule the organisation will first contact employees who have refused a call-in on a previous occasion. Where there have been no call-in refusals, the organisation will usually first call in employees who have not worked reserve hours for a long period.



Annualised Working Hours

Terms and Conditions

Resource

Pay

Sickness Absence

Annual Leave

Pension arrangements

Pension abatements



Annualised Working Hours

Terms and Conditions - Pay

The continuity of service for those on annualised hours contracts is not broken during periods of non-working and benefits such as pension entitlement continue to accrue.

Payment under an annualised hours contract is usually made in arrears in equal weekly or monthly instalments. Alternatively, employees may be paid on the basis of the hours that they have worked during the relevant pay period.

Under an annualised hours contract, the number of hours to be worked is usually calculated by taking the total number of possible contracted hours for a year (based on the normal weekly number of working hours) and deducting from that number the hours equating to annual holiday entitlement and public/bank holidays.



Annualised Working Hours

Terms and Conditions - Sickness absence

Employees who work under annualised hours contracts should generally be subject to the same sickness absence reporting requirements as other employees. The Social Security Contributions and Benefits Act 1992 provides that statutory sick pay (SSP) is payable only on 'qualifying days', which are the days on which an employee usually works.

The Act also states that the employer and employee can agree the days that count as qualifying days (which may include non-working days). Therefore, entitlement to SSP on non-working days for employees working under annualised hours contracts will depend on whether or not their employer has included non-working days within the scope of qualifying days. Where the employer has designated non-working days as qualifying days for the purposes of SSP or its own sick pay scheme, it should require the employee to notify it of sickness in the usual manner on both working and qualifying days.



Annualised Working Hours

Terms and Conditions - Annual leave

Annualised hours employees can take paid holiday in the same way as employees who work under conventional contracts, however, employers should make clear to employees when they can, and cannot, take leave, as well as the procedure for requesting leave. It should be decided by the business whether or not employees can take holiday during periods that have previously been notified as including rostered hours (and make up the unworked rostered hours another time).

Employees who are paid in equal instalments throughout the year should continue to be paid as normal when taking holiday, while employees who are paid on the basis of hours worked during the relevant pay period should be able to take periods designated as annual leave, during which they are paid their normal rate of pay, thereby ensuring that they are compensated for periods of annual leave in the same way as other employees.



Annualised Working Hours

Terms and Conditions – Pension arrangements

As required by legislation, you will automatically be entered into the appropriate defined benefit pension scheme. If you wish to open a partnership pension account and you make your choice within three months of joining we will backdate your choice to your start date. If not, you will remain as a member of the scheme, unless you subsequently opt out. We will deduct contributions from your salary with effect from your start date.

You do not have to join the Civil Service pension arrangements. Please note that under legislation your employer must not ask or force an employee to opt out, or do anything that might suggest you should. For this reason, we will not provide you with an opt out form.

If you decide that your personal circumstances are not served by membership of the pension scheme you must obtain the form from the Civil Service Pensions website www.civilservice.gov.uk/pensions or from MyCSP. If you wish to opt out, complete the form and return it to **[DN: department to insert where form should be sent to]**.



Annualised Working Hours

Terms and Conditions – Pension abatement

Abatement of pension may apply if you are in receipt of a public service pension. You should contact your pension administrator for details.

For Civil Service pension holders (or those with pensions linked to the scheme) a form CSP13 will be completed on your behalf by Shared Services (SSC) and forwarded to MyCSP.

MyCSP will provide both the employer and employee with an earnings margin calculation. This means that earnings are considered retrospectively rather than using a salary of reference added to an existing pension to calculate whether abatement ceiling has been reached. You and your manager should monitor how much work you can carry out before abatement will apply.



Annualised Working Hours

Workforce planning

Resource

Definition

Forecasting

Why workforce plan?

Workforce planning process



Annualised Working Hours

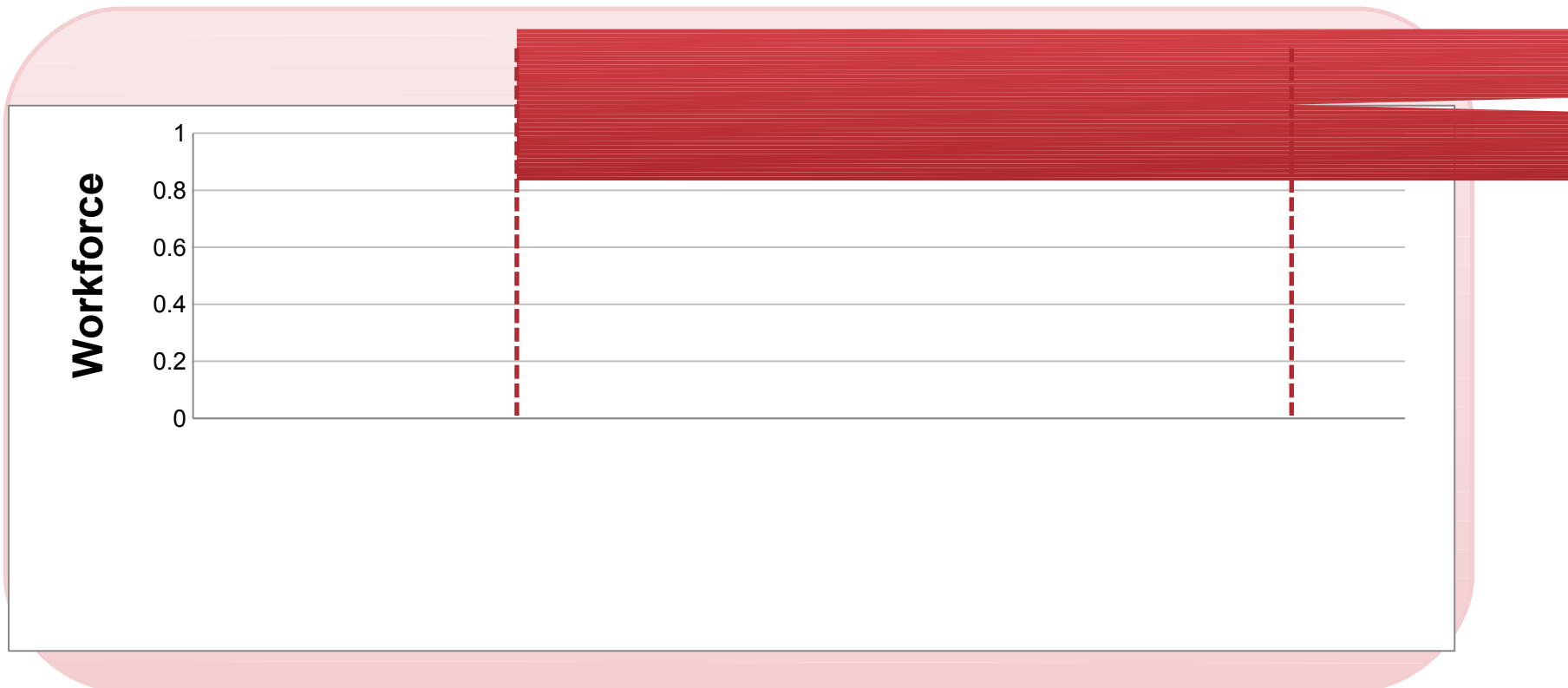
Workforce planning - Definition

'A core process of human resource management that is shaped by the organisational strategy and ensures the right number of people with the right skills, in the right place at the right time to deliver short-and long-term organisation objectives'. CIPD

Annualised Working Hours

Workforce planning - Forecasting

A major element of workforce planning is forecasting future needs and providing decision-makers with the time to develop a plan of action to meet them.





Annualised Working Hours

Workforce planning – Why workforce plan?

Workforce planning:

- enables departments to be more strategic and less reactive,
- underpins and supports service delivery improvements,
- ensures services are managed and delivered more effectively,
- staff crises and shortfalls are prevented, ensuring targets and objectives are met.

Annualised Working Hours

Workforce planning – Workforce planning process

Stage 1 – Business strategy

Workforce planning starts with the strategic priorities. The first stage will be influenced by three elements:

- organisational strategy
- people strategy
- the operations plan

Stage 2 – analyse and discuss relevant data

The next stage of the planning process involves discussion and dialogue around the relevant and available data to establish the department's current situation and what needs to change to meet future objectives. Such information includes anticipating the number of people that will be required to meet forecasted business needs, and the skills they will need to have to do so.

At this stage HR, finance and business managers may feed in their observations and predictions around resourcing requirements.

Annualised Working Hours

Workforce planning – Workforce planning process continued

Stage 3 – agree the objectives of the plan

After reaching agreement about what the plan is trying to achieve, departments should then review its objectives against available resources such as:

- labour supply - internal and external. It may be useful to obtain line manager's opinions on the numbers of people they feel are required to maintain operational activity.
- the capability of the workforce to develop new skills, raise productivity and adapt to change.
- identify and recommend any recruitment and development activity that may be needed.

Stage 4 – agree actions and implement plan

Once the plan has been agreed, it needs to be translated into deliverable actions . Decisions should be made on:

- recruitment - numbers and levels.
- how learning and development needs will be met.
- organisation structure – managing work areas and roles.
- deployment – how to best utilise the human resources available.

Ad-hoc Hours

Overview

Implementing ad-hoc hours

Considerations



- Employees are recruited, paid for the days they are in training and 'called in' on an ad-hoc basis when required.
- Employees are not actually employed but are part of a resource bank that are only issued contracts after training has been completed.
- The employer is not obliged to provide an employee with a minimum number of working hours, other than those required for training.
- Ad hoc contracts are appropriate for when staff are needed for shorter periods which are impossible to predict accurately.

Benefits:

- Employees can be called upon at short notice to cover a surge in work.
- The business has control over working hours, enabling maximum productivity and efficiency
- Employees can be selective in deciding which members of the resource pool to offer hours to

Resources



Continuity of service



Ad-hoc Terms and Conditions



Ad-hoc appointment letter



Home Office case study

Ad-hoc Hours

Overview

Implementing ad-hoc hours

Considerations



- Departments determine the level of resource they require for upcoming peaks.
- Potential employees should be informally interviewed to assess their suitability for the post. If suitable, security clearance can be obtained and they can be appointed to the resource bank.
- Employees are issued contracts when they are selected to complete training, and are paid for undertaking.
- Employees are 'called in' to work when required, however, they are entitled to refuse the hours that they are offered.

Resources



Continuity of service



Ad-hoc Terms and Conditions



Ad-hoc appointment letter



Home Office case study

Benefits:

- Employees can be called upon at short notice to cover a surge in work.
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Ad-hoc Hours

Overview

Implementing ad-hoc hours

Considerations



- Security clearance lapses six months after issue if a worker has not been deployed, and this will need to be reapplied for.
- Employees are under no obligation to work the hours they are offered. It is important to ensure that there are a sufficient number of employees in the pool to meet business demands.
- It is important to manage the expectations of employees by ensuring they are aware from the recruitment stage that they are not guaranteed hours other than those needed for training.
- Contracts should be managed carefully to prevent employees from being entitled to claim employee status. For more information about this, please see the 'Continuity of Service' document in the 'Resources' section.
- Departments should check departmental policies on issues such as pay, leave, sickness, maternity leave etc. as these may not be appropriate for ad-hoc hours staff.

Benefits:

- Employees can be called upon at short notice to cover a surge in work.
- The business has control over working hours, enabling maximum productivity and efficiency
- Employees can be selective in deciding which members of the resource pool to offer hours to

Resources



Continuity of service



Ad-hoc Terms and Conditions



Ad-hoc appointment letter



Home Office case study



Ad-hoc Hours

Continuity of service

What period breaks statutory continuity?

The use of ad-hoc contracts is appropriate when staff are required to work for brief periods at short notice, in situations when workloads are impossible to accurately predict. If an employee is required on a more or less continuous basis or for long fixed periods, then the ad hoc contract is not appropriate. A genuine requirement for this type of working should be reflected in the hours that staff work. Despite this, departments should take care to avoid scheduling hours that may create a situation where employees are entitled to claim permanent status, and the rights that are associated with it.

Claims can be prevented by enforcing maximum periods of work, and a minimum amount of time before the same person can work again, to ensure that there is a break in continuity. The minimum break is one week, but that week must run from Sunday to Saturday. This means that in some cases a longer period is required to constitute as a break in continuity. For example, if the last working day of an assignment is Sunday 5 July, the next assignment must not start before Sunday the 19 of July. As such, a minimum break of two clear weeks, not counting the last day of the first assignment and the first day of the next one, will probably be needed.

An example of how this would work in practice would be:

Two weeks' work, then four weeks' break, then three days of work, then a 10-day break, followed by five weeks of work. This sort of pattern includes sufficient breaks in continuity to provide justification for using ad hoc contracts, and make it less likely that a Tribunal would look favourably on any claims to permanent status.

Ad-hoc Hours

Terms and Conditions

Continuity of employment	Notice
Pay	Pension arrangements
Hours	Pension abatement
Travel	Training
Annual leave	Security clearance
Absence	Removal from the Bank



Ad-hoc Hours

Terms and Conditions – Continuity of employment

No previous periods of employment with the (insert department name), or a previous employer will count with this new employment as a continuous period of employment for the purpose of employment protection legislation or otherwise.



Ad-hoc Hours

Terms and Conditions – Pay

You will claim for the actual hours worked through (insert name of system). This enables you to claim retrospectively for the precise number of hours worked.

An hourly fee of (insert amount) will be paid for each hour worked whilst on duty in connection with this appointment, from which deductions for tax and national insurance, where applicable. Duty is defined as the hours you have actually worked, and includes travel to another location within your shift. Any attendance for training and development days or meetings and conferences above usual hours will also be paid at (insert amount) per hour, from which the usual deductions for tax, NI and pension contributions will be made at source where applicable.

This will be an inclusive flat rate for hours worked regardless of the shift pattern worked. There will be no further payment in the form of allowances, meal breaks, travelling time, weekend / night shifts or expenses.

You should note that timely receipt of your bank details and P45/P46 are essential in order for your details to be paid by the (insert department name).

You will be paid monthly **in arrears** to your nominated account. It is your responsibility to ensure claims are approved by your manager, via the (insert name) system and submitted within the published deadlines. These dates will be provided to you prior to you starting an appointment. Otherwise we cannot guarantee that you will be paid promptly. We will also provide you with a quick reference guide to claiming additional hours.

Abatement of pension may apply if you are in receipt of a public service pension. This contract will be ad hoc re-employment and will not count as a continuous period of employment. The form CSP13 will be completed on your behalf by Shared Services (SSC) and forwarded to Capita who will be able to provide both the employer and employee with an earnings margin calculation. This means that earnings are considered retrospectively rather than using a notional annual salary added to an existing pension to calculate whether abatement ceiling has been reached. You and your manager should monitor how much work you can carry out before abatement will apply.





Ad-hoc Hours

Terms and Conditions – Pay continued

If you are a civil servant who has been granted early retirement (under the terms of Compulsory Early Retirement, Compulsory Early Severance, Flexible Early Retirement, Flexible Early Severance or Voluntary Exit) you will be required to repay all or part of your compensation lump sum compensation payments if your re-employment commences during the period represented by the compensation payment.

Please note that the (insert department name) will make every effort to ensure we do not re-employee civil servants prior to the 6 month period elapsing, however it is entirely your responsibility to provide accurate details regarding your leaving dates and to check that your start date does not fall within 6 months of you having left (insert department name) or some other Government Department.

For further information on abatement please contact:

Capita Hartshead,
Mowden Hall,
Darlington,
Co. Durham,
DL3 9GT

Phone: 08701 699 700

Website: csp.capitahartshead.co.uk

Email: csp.enquiries@Capita.co.uk





Ad-hoc Hours

Terms and Conditions – Hours

The weekly and/or daily hours that you will be required to work will be dependent on the rostering requirements for the location to which you are posted. You will not usually be required to work in excess of the normal weekly hours for a full time (insert department name) employee.

As a member of the resourcing bank you are regarded as a supernumerary and as such may be expected to work different shifts depending upon demand. You will be advised of the expected shift pattern prior to the commencement of your appointment and the appointment will be made subject to your agreement to work the required number of hours/working pattern.

Any changes to your attendance pattern following acceptance of the appointment may be made through agreement with your manager.



Ad-hoc Hours

Terms and Conditions – Travel

Please note you will not be paid for travelling time or expenses for travel to / from the assigned work location.



Ad-hoc Hours

Terms and Conditions – Annual leave

You will be entitled to pro-rata annual leave and public and privilege days based on the number of hours you have worked. For public and privilege days you will only be entitled to pro-rata days if the holiday fell during the period of your employment. You will need to ask your manager to calculate your leave allowance based on the hours you have worked. You will be able to claim at the end of the contract any unused annual leave. Please refer to **[DN: insert department name]** policy for pro rata calculation of annual leave.



Ad-hoc Hours

Terms and Conditions – Absence

You may be allowed sick absence on full pay, less any social security benefit received in line with (insert department name) policy. Any Statutory Sick Pay (SSP) due will be paid within the maximum of full pay. But if your attendance is unsatisfactory because you have frequent or continuous sick absence your suitability for continued employment may have to be reviewed. If you do have any sickness absence then you will have to claim this retrospectively. Please note that you will only be able to claim for the shift that you were scheduled to work.

If you have received (or claimed but not received) a benefit from the Department of Work and Pensions or unemployment benefit during the period beginning 57 days before your entry to the Civil Service you will have received a letter from the Department of Work and Pensions about this. If you have not already sent this letter to us you should do so immediately.

Full details of the Attendance Management arrangements are available on the (insert department name) Intranet or a copy can be provided upon request.

You are only entitled to Special Leave without pay to deal with short-term domestic emergencies, as necessary in accordance with your statutory rights.



Ad-hoc Hours

Terms and Conditions – Pension arrangements

As required by legislation, we will automatically enter you into the appropriate defined benefit pension scheme. If you wish to open a partnership pension account and you make your choice within three months of joining we will backdate your choice to your start date. If not, you will remain as a member of the scheme, unless you subsequently opt out. We will deduct contributions from your salary with effect from your start date.

You do not have to join the Civil Service pension arrangements. Please note that under legislation your employer must not ask or force an employee to opt out, or do anything that might suggest you should. For this reason, we will not provide you with an opt out form.

If you decide that your personal circumstances are not served by membership of the pension scheme you must obtain the form from the Civil Service Pensions website www.civilservice.gov.uk/pensions or from MyCSP. If you wish to opt out, complete the form and return it to (department to insert where form should be sent to).



Ad-hoc Hours

Terms and Conditions – Pension abatement

Abatement of pension may apply if you are in receipt of a public service pension. You should contact your pension administrator for details.

This contract will be ad-hoc re-employment and will not count as a continuous period of employment. For Civil Service pension holders (or those with pensions linked to the scheme) a form CSP13 will be completed on your behalf by Shared Services (SSC) and forwarded to MyCSP.

MyCSP will provide both the employer and employee with an earnings margin calculation. This means that earnings are considered retrospectively rather than using a salary of reference added to an existing pension to calculate whether abatement ceiling has been reached. You and your manager should monitor how much work you can carry out before abatement will apply.



Ad-hoc Hours

Terms and Conditions – Training

You must have successfully completed and passed the relevant mandatory training in order to perform this contract. If you have not successfully completed the training, you will not be permitted to work under this contract and nor will you be paid.



Ad-hoc Hours

Terms and Conditions – Security clearance

Your posting is subject to security clearance at (department to insert level required for the post) and other checks. Withdrawal of security clearance or failure to pass these checks will result in the immediate termination of this contract, without notice, and removal from the bank.



Ad-hoc Hours

Terms and Conditions – Removal from the Bank

You may be removed from the bank, even if your security clearance is not withdrawn, if, in the opinion of management, you have committed an act of misconduct.

Ad-hoc Hours

Letter of appointment

Ref: **APPOINTMENT TO THE (insert department name) RESOURCING BANK**

Dear xxxx

I am pleased to be able to write and confirm your appointment to the **(insert department name)** resourcing bank as a **(insert job title)** with effect from xxxx

Appointment to the bank will not result in your employment as a civil servant or otherwise. However, you may be offered short periods of ad-hoc engagement with the **(insert department name)** on an irregular basis from time to time.

The **(insert department name)** will not be obliged to offer you periods of work and, if offered, you will not be obliged to accept those offers of work. You will only be employed when you are engaged under a contract of employment, an example of which is attached to this letter. These terms may vary from time to time.

Should you be made an offer of employment, you will be provided in writing with the terms and conditions that will apply at that particular time, including the commencement and termination dates of the contract offered. During periods of employment you will be subject to the Civil Service Code attached at Annex A **(departments to insert)**, and the **(insert department name)** standards of behaviour/conduct policy attached at Annex B **(insert department's standards)**.

Ad-hoc Hours

Letter of appointment continued

Appointment to this resourcing bank is subject to you holding the required security clearance. This may involve enquiries into your character and background. You should be aware that clearance, once granted, can later be withdrawn if, for example, your conduct, behaviour or other personal circumstances cast doubt upon your reliability or security status. Loss of clearance will mean that you will be removed from the bank.

You may be removed from the bank, even if your security clearance is not withdrawn, if you are in breach of the code of conduct, you have committed an act of misconduct or your performance falls below the standard required or expected for the post.

On appointment to the bank, you will be expected to undertake a tailored training course, depending on your previous experience. You will not be offered any periods of employment unless you have acquired the relevant standard of training. Failure to obtain the relevant standard within a reasonable time period will lead to you being removed from the bank.

Your appointment is also subject to continued review and satisfactory performance, conduct and attendance.

The **(insert department name)** reserves the right to remove you from the bank for any reason at any time without notice. Should **(insert department name)** take this decision, it will notify you of this in writing. Should you wish to leave the bank, we request that you notify us of this in writing.



Ad-hoc Hours

Letter of appointment continued

Enclosed with this letter are a pension questionnaire and a new starters declaration form **(departments to enclose)** which you should complete and return with a signed copy of this letter to: **(insert relevant address)**

Please complete and return these forms as soon as possible as late return may result in delayed payment of hours worked.

We are also enclosing a Welcome Pack and Frequently Asked Questions for your information **(departments to enclose or delete this line if not applicable)**

We wish you every success on your appointment to the bank. Should you wish to discuss any aspect of the above please contact the resourcing team via email at **(insert email address)**:

Yours sincerely

Enc: Pension questionnaire

New starters form

Welcome Pack

Frequently Asked Questions

(departments to amend above list as appropriate)



Ad-hoc Hours

Home Office case study

Following the successful use of ad-hoc hours contracts at ports during the 2012 Olympic Games, the Home Office (HO) ascertained that these could be utilised on an on-going basis to assist with peaks in demand.

The HO HR team identified that there were specific issues associated with this type of employment, including:

- Determining the appropriate rate of pay
- The creation of an appropriate employment contract
- Establishing terms and conditions
- The impact of re-employment on the ex-employee's Civil Service pension

Having overcome these issues by seeking advice from GLD and MyCSP, the team contacted retired civil servants with relevant experience and a pool of 'ad-hoc hours' employees was created. Staff were initially allocated across ports based on the numbers requested managers, following work force planning. This has evolved to ports managing their own resource pools, with HR providing advice and recruiting more staff if, and when, needed.

Staff are 'called in' on an ad-hoc basis and at short notice. The worker is entitled to refuse the hours offered and, if this occurs, the port contacts another employee in the pool. Contracts contain a clause relating to persistently refusing hours, and the repercussions of this. If an employee performs poorly, the port can choose to stop offering them hours and not renew their contract when it expires. Contracts need to include a break in employment to prevent this group from accruing employee rights.

The Home Office identified that this type of employment works well if:

- Managers ensure employees are treated consistently across all ports.
- Communications are in place i.e. they keep in touch with pool when they are not in contract etc.
- Employee's expectations are managed effectively and they are aware that hours cannot be guaranteed.
- Trade unions are involved from the outset.

· Good HR management information systems are maintained

Impact on pensions

Overview

Process



- Retired civil servants have limitations on the number hours that they are allowed to work.
- MyCSP provide an earnings limit for each individual. If earnings exceed this limit it will reduce the amount of pension payable and the department will be required to pay an abatement.
- The earnings limit can be used to calculate the number of hours that can be offered to each worker to ensure it is not exceeded.
- Departments should take the earnings limit into consideration during work force planning.
- Departments should contact MyCSP to establish what their pension payment obligations are to re-employed retired civil servants, particularly during non working periods.

Resources

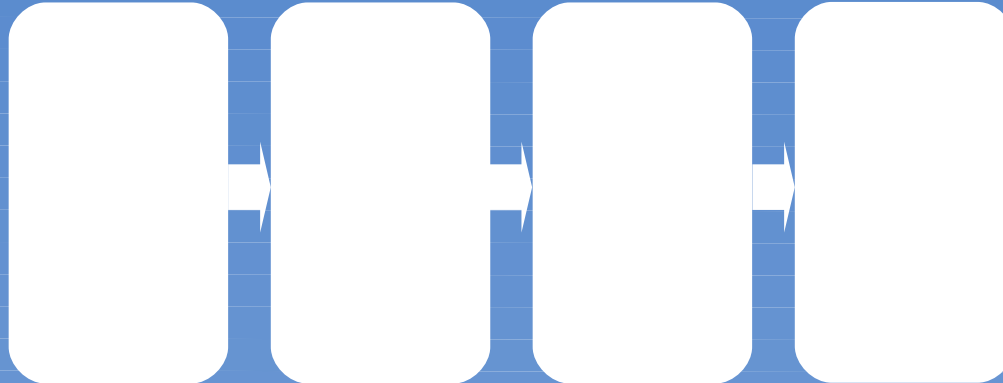


MyCSP
(external
website)

Impact on pensions

Overview

Process



Resources



MyCSP
(external website)

Managing the resource pool

Creating the resource pool

The call-in process

Keeping in touch

Rostering



- Resource pools can be created by promoting opportunities in exit interviews and retirement workshops.
- For ad-hoc working, a six week break following the end of permanent employment is required to ensure continuity of service is broken
- Trade Union consultation should take place throughout the creation of the resource pool to ensure the process runs smoothly
- Departments should target retirees with relevant skills and experience.
- To comply with the Business Appointment Rules, employees should be asked to declare any other current employment
- Consideration should be given to organising practical issues such as accommodation, training, and IT
- Departments can use a combination of AWH and ad-hoc contracts
- Employees who are re-employed less than six months after leaving under a voluntary exit scheme or being made redundant will be required to pay a portion of their payment back

Top tips:

- Remember to allow for the time it takes to obtain security clearance when planning on recruiting staff.
- Design a process on requesting and allocating pool staff.
- Management information should be rigorously maintained.

Managing the resource pool

Creating the resource pool

The call-in process

Keeping in touch

Rostering



- Departments should implement a robust 'call-in' process to ensure that both ad-hoc staff, and AWH staff who are contracted to work reserve hours, are contactable at short notice.
- Departments must maintain accurate records of hours worked to ensure that any reserve hours that AWH employees have been paid in advance for have been worked.
- With regards to annualised hours workers, departments should determine their policy on refusing call-in requests and any consequences of continually doing so.
- Consideration should be given to who would manage this process and how it would be resourced.

Top tips:

- Remember to allow for the time it takes to obtain security clearance when planning on recruiting staff.
- Design a process on requesting and allocating pool staff.
- Management information should be rigorously maintained.

Managing the resource pool

Creating the resource pool

The call-in process

Keeping in touch

Rostering



- Employees may have lengthy periods during which they are not required to come into work so it is important that they are kept up-to-date with news and developments to feel part of the workforce.
- If appropriate, departments could give employees access to their intranet during non-working periods and ensure that they are included in distribution groups for newsletters.
- Whilst they are part of the resource pool, departments should be committed to providing all the training and development needed for employees to fulfil their duties efficiently, as and when required

Top tips:

- Remember to allow for the time it takes to obtain security clearance when planning on recruiting staff.
- Design a process on requesting and allocating pool staff.
- Management information should be rigorously maintained.

Managing the resource pool

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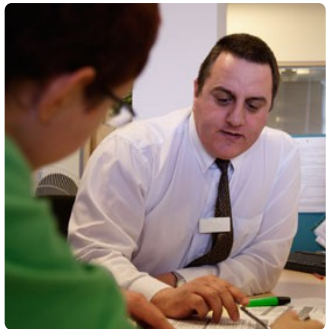


- Annualised working hours can be rostered at the beginning of the year, following workforce planning.
- Reserved annualised hours and ad-hoc hours can be rostered on a short term basis.
- Departments should ensure that there is a sufficient amount of employees in the resource pool to provide cover during peaks in demand- taking into consideration that ad-hoc hours employees are entitled to refuse the hours they are offered.
- Ad-hoc hours employees should not be rostered to work repetitive shifts or for long periods as this could lead to them gaining permanent status. Please see guidance in the 'Ad-hoc' section of the toolkit.
- A schedule should be created, shared with employees, and easily accessible.
- Departments must ensure that Working Time Regulations are adhered to when rostering hours. (e.g. You can't work more than 48 hours a week on average – normally averaged over 17 weeks.)

Top tips:

- Remember to allow for the time it takes to obtain security clearance when planning on recruiting staff.
- Design a process on requesting and allocating pool staff.
- Management information should be rigorously maintained.

Communications



- To promote the concept of building operational resilience by re-employing retired staff, we have put together wording which can be circulated to HR and operational managers explaining the benefits of this to departments, and an overview of how retired staff can be re-employed.
- We have also created wording aimed at staff who are about to retire, or who have recently retired, outlining the benefits of re-employment and where to go for more information'

Resources



Lines for departments



Lines for staff



Communications

Lines for departments

Resource

Message to departments

Annualised hours

Ad-hoc hours



Communications

Message to departments

Retired civil servants are a potentially valuable resource for departments that experience fluctuating levels of operational demand. They are likely to possess a wealth of operational knowledge and experience and an understanding of Civil Service culture and values, as well as the freedom to work flexibly.

Retired staff could be employed under annualised hours, or 'ad-hoc' contracts to form a resource pool that can be utilised as and when required. Under either contract, working hours can be scheduled solely during times when extra resource is required.



Communications

Annualised hours

Annualised hours can be fixed for the year ahead and 'rostered' to cover specific periods, based on the results of effective workforce planning, with the option of 'reserving' hours for any unexpected increases of work. They are useful for ensuring in advance that resource is in place to deal with known fluctuations in operational demand throughout the year, and can help reduce overall working hours and overtime.

Benefits:

- Flexible - the department has the flexibility to employ extra resource as and when required
- Workers have a guaranteed income- hours are allocated in advance and provide workers with a guaranteed and regular income across the year when payments are pro-rated across the months
- Staffing costs are accounted for due to hours being allocated in advance
- If required, the proportion of rostered and reserved hours can be altered throughout the year to meet operational demand
- Promotes effective forecasting and workforce planning by encouraging departments to consider when demand peaks across the year and the number of staff required to tackle these



Communications

Ad-hoc hours

The 'ad-hoc' hours contract consists of a minimum number of days to cover training requirements. All other hours are allocated on an ad-hoc basis. The employer is not obliged to provide a worker with a minimum number of working hours, other than those for the training they need to undertake.

This type of employment enables organisations to create a 'pool' of trained and readily available resource that they can access and deploy at short notice to meet both anticipated and unexpected peaks in operational demand.

Benefits:

- Flexible - the department has the flexibility to employ extra resource as and when required.
- Reduces the need to employ agency workers- departments can create a pool of employees with relevant experience and who have been trained and security cleared, making this a less costly option.
- Suitable employment for unpredictable fluctuations in demand as workers can be called in at very short notice.
- Cost effective - workers are only called in when required and only paid for the hours they work.
- Meets the needs of retired staff as employees are able to work the hours that suit their lifestyle and reject those that don't.



Communications

Lines for staff

Resource

Message to staff

Options

Register an interest

Frequently asked questions



Communications

Message to staff

Retired, or about to retire? Would you like to supplement your income?

Come back to work on a flexible basis to work the hours that suit you!

Retired civil servants now have the opportunity to return to work on either an 'ad-hoc' or annualised hours basis to assist departments during periods of peak demand.

There is no need to undertake lengthy training when you return to work as you will be placed in a business area relevant to your skills and experience. You will just be required to attend some refresher training to make you aware of any changes that have taken place since you retired, and to help ease you smoothly back into the workplace.

There are many benefits of this way of working. You can:

- supplement your income,
- maintain links with your former workplace and colleagues,
- work the hours that suit your lifestyle,
- enjoy being part of the workforce, with an improved work/ life balance,
- utilise your skills and experience.



Communications

Options

The department may be able to offer you work under one of the following types of contracts, depending on which they feel is most appropriate for their business needs:

Annualised hours contracts

- Workers are contracted to work a pre-determined number of hours across the year. These can either be 'rostered' in advance to cover known peaks, or 'reserved', whereby you could be called in at short notice when needed.
- Contracts may include a combination of both types of hours, or either.
- This option offers a regular income and requires on-going commitment from the worker.

Ad-hoc hours contracts

- As the title suggests, working hours are organised on an 'ad-hoc' basis in accordance to business needs and you will be 'called in' by your department as and when you are required.
- This is the most flexible working option. The department is not obliged to offer you a minimum number of hours and you are not obliged to work the hours that are offered to you.



Communications

Register an interest

Please contact (**D.N.- department to insert links to website/ email address/ phone number etc.**) to:

- Obtain more information about returning to work.
- Determine what opportunities there are in your former business area.
- Enquire about what type of contract(s) the department are able to offer.
- Register your interest in re- employment, so that we can contact you when future opportunities arise.



Communications

Frequently asked questions

Will re-employment affect my pension?

- Pension payments will be abated (reduced) if the total of the new salary and pension is more than your previous salary. The amount of reduction is equal to the amount the unreduced pension plus new salary exceeds the old salary.

Will this affect my VES award?

- If you are re-employed within 6 months of leaving, you will be required to repay a proportion of the compensation received.