



Transforming Ofgem

Frequently Asked Questions (FAQs) on organisational design Updated on 17 January 2022

This document sets out some questions you may have about Ofgem's Transformation and final organisational design. Questions will be updated as required.

Contents:

[Rationale for change](#)

[Diversity & Inclusion](#)

[Organisational Structure](#)

[Selection Process](#)

[Slotting in Process – Team Member roles](#)

[Role Mapping in the new Structure](#)

[Professions](#)

[Flexible Resourcing](#)

[Career progression, performance management and pay structure](#)

[Next steps](#)

[Employee Support](#)

Rationale for change

Q1: Why does Ofgem need to change?

A: We need to set ourselves up for success, so we're ready to lead the sector through the biggest sectoral and technological transformation in generations.

The energy sector is altering in ways that were inconceivable even five years ago, with new technology disrupting the way energy is used.

We are uniquely placed to lead the energy sector through this transformation.

To date we've produced great work *in spite* of how we're set up. You've told us working at Ofgem can feel frustrating, stressful and bureaucratic. We need to be so much better if we're to continue to protect the interests of energy consumers and play our part in tackling climate change.

Q2: What are the transformation programme's vision and aims?

A: Our transformation vision is **to be a dynamic, inclusive and high-performing organisation, that is a great place to work.**

We want to be an organisation where:

- We **feel connected** to our purpose and values and enjoy working here.
- We **work flexibly** around a programme of priority work to achieve best value and impact for consumers.
- We're supported to **develop professionally**, know how we're rewarded, and are treated fairly.
- We are **empowered to make risk-based decisions**, supported by a simpler governance and hierarchy.
- We have the **technology**, tools and environment to deliver our best work.

This is an opportunity to fundamentally improve how we work so we are a more equal, diverse and inclusive organisation. A review of how this might be achieved is currently underway.

Q3: We've had an exhausting year since COVID first hit, and there's more change on the way as we return to offices and adjust to a new hybrid way of working. Many staff are also now involved in the energy price crisis. Is now really the right time to do this?

A: Organisational change is disruptive, and there will never be a perfect time to make changes.

The transformation started last year with the reorganisation of the directors and directorates, and that went on a slower track than originally planned because of COVID. As we move out of the crisis, we're keen we don't delay further in making changes that will help make Ofgem a great place to work, and a truly dynamic, high performing regulator that can help protect consumers interest and our planet.

While some staff have expressed concern about the pace of change, we have also received very strong feedback about change fatigue and a desire by many staff to reach a steady state as quickly as possible. This has also been the strong advice from the many organisations we spoke with who have been through similar processes.

The energy price crisis has further strengthened the need for change. It's required us to rapidly realign our resources, call on staff to work flexibly on important and high-impact work, and skill ourselves up to meet the challenges of a demanding situation. We're doing all this in spite of how we're set up and going forward we need to feel better supported by our operating model to respond to challenging times like these.

However, we also recognise the huge pressures many of our staff are facing, and in response to feedback we have gone on a slower track for some key aspects of the new Organisational Design whilst also reprioritising some of our other work.

We reviewed our planned selection process for management positions in the new structure and re-designed them to be as 'light touch' as possible, while being fair, transparent and effective in appointing leaders with the skills we need. While the selection process for Portfolio Managers still went ahead, this was done over a longer time frame. We paused the selection process for the Workstream Manager and Team Manager roles, and this will now begin in January 2022. The knock-on effect of this is the 'go live' date for our new structure will be in April 2022, rather than December 2021 as planned.

Q4: People are already overloaded with work and asking for more support. How will the Transformation programme help?

A: The transformation programme aims to remove bureaucracy that contributes to people feeling overloaded, by being less hierarchical, simplifying our governance, and allowing high quality decision-making at the right level at pace.

The [Enterprise Portfolio Management Office \(ePMO\)](#) has been set up to help ensure planning and prioritisation is a key focus. This will improve the way we scope and deliver projects, programmes and our overall strategic portfolio, and will enable us to monitor and manage the delivery of our Strategic Change Programmes. The ePMO achieves this through three main functions:

- Providing advice to the Executive Committee and GEMA on our delivery performance, through corporate reporting
- Managing investment decisions for Ofgem's contingency fund, through the Investment and Change Committee (ICC) functions
- Managing Ofgem's annual and in-year planning and prioritisation processes (including the ICC)

Q5: How were staff consulted on the organisational design?

A: We undertook collective consultation from 1 July 2021 until 27 August 2021, providing an opportunity for staff to ask questions and input on the Organisational Design proposals through consultation workshops, all staff calls, directorate meetings and by contacting the transformation team directly through a dedicated consultation inbox.

In this time, we held over 48 dedicated workshops specifically for colleagues to discuss their thoughts on the organisational proposals. The consultation inbox received an average of 200 emails per week, and we responded to over 2,500 questions and reflected on circa 1,000 pieces of feedback. In addition, we engaged weekly with the Trades Unions, and we created a Huddle for colleagues not currently in the business due to maternity, paternity or other absence, to ensure all consultation information was available to them. We updated FAQs on the Wire on a weekly basis.

We have also consulted beyond the initial collective consultation phase through two working groups. One group explored pay, performance and bonus eligibility and another the options for moving the Band D cadre into the new structure.

This provided a further period of reflection and consideration for the two areas that received the strongest feedback from colleagues.

Diversity and Inclusion

Q6: How have the proposals been assessed to ensure they are fair, inclusive and will support a step change in Diversity & Inclusion?

A: A focus on Diversity & Inclusion (D&I) was core to the design of our initial proposals, as well as how we reviewed and assessed these proposals during the consultation period. We have:

- Considered best practice elsewhere, including engaging with UKRN and those we regulate
- Engaged with staff networks and individuals
- Assessed each proposal in the consultation document through a D&I lens
- Reviewed all feedback on these proposals through a D&I lens
- Completed grade mapping analysis to identify any distributional issues
- Completed an Equality Impact Assessment

Diversity and Inclusion will continue to be a key focus and an integral part of any decisions made around our Organisational Design going forward.

Q7: What is an Equality Impact Assessment and how has this been used?

A: An Equality Impact Assessment (EIA) is an analysis of a proposed organisational policy, or a change to an existing one, which assesses whether the policy has a disparate impact on persons with protected characteristics. They are carried out primarily by public authorities – like Ofgem – to assist compliance with equality duties. This includes how we deliver on our regulatory duties as well as changes to how we operate.

An EIA is a systematic and evidence-based tool, which enables us to consider the likely impact of work on different groups of people, including on the basis of:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

We have considered each proposal in our consultation document, along with all feedback received on these proposals, against each of the above characteristics, to form a view on whether it is likely to have a positive, negative or neutral impact on that group. Where the answer is 'negative' we have considered what changes or mitigations are required.

Evidence received through consultation is an important part of an EIA, and it is critical that these views are properly considered when determining final decisions. You can read more about the scope and objectives of EIAs [here](#).

Q8: How will you ensure those on maternity, paternity and other long-term absence are not disadvantaged by the new arrangements?

A: Individuals who are currently on leave or planning to go on leave in the coming months will not be disadvantaged by the new arrangements. We have written to impacted staff to confirm their protected rights during their period of

absence (protected rights exist for employees during specific periods of family leave arrangements) to offer reassurance they will not be disadvantaged during the transformation process.

We will continue to engage with individuals about their circumstances to ensure they are treated fairly. We will keep in touch with individuals on long-term absence via the Huddle platform that we created specifically for absent colleagues. Line managers also have an important responsibility to keep in touch with their team members and ensure individuals have a smooth return to work when the time comes – they also have a responsibility to conduct 1-1s with their absent reportees in line with the OD timelines.

The OD Team are continuing to ensure open dialogue with individuals to ensure a clear understanding of the process in regard to their particular circumstances and are available for support and advice. If anyone wishes to seek advice on their current or future situation you can contact the OD team in confidence via consultation@ofgem.gov.uk and we can arrange an individual meeting with you to provide advice and guidance. HR policies regarding absence can be found on the [HR Policies Homepage](#)

Q9: What should a more diverse and inclusive Ofgem feel like in practice?

A: A more diverse and inclusive Ofgem should feel like a place where all individuals can be themselves and are supported to deliver their best work. It should be clear what is expected of individuals and teams, where processes are clear and where people can focus on making a real difference. We want Ofgem to be somewhere where we see staff:

- Doing the right thing
- Being bold and making an impact
- Making connections and joining forces
- Being supportive, and being themselves
- Taking pride in what they do

Thinking about the Civil Service Success Profiles [behaviours dictionary](#), we would increasingly expect to see staff demonstrating strong behaviours relating to: being authentic, challengers, courageous, emotionally intelligent, enablers, inclusive, improvers, learners, mediators, networkers, relationship builders, team leaders, and team players. These are the behaviours we want to attract, develop and retain in order to be a truly inclusive organisation.

Organisational Structure

Q10: When will the new organisation structure go live?

A: We anticipate that the new structure will go live on 1 April 2022.

Q11: Will the restructure change the top-level structure that was implemented last summer?

A: The current ExCo team will remain in place with their existing portfolios. The proposed flexible resourcing model allows for the movement of teams / projects

/ work areas between Directorates, as appropriate, and this will continue to be the case.

Q12: How will the changes to Ofgem's structure impact leadership roles?

A: We are moving to new gradings for staff. As part of this, we are consolidating a number of roles that currently sit with SCS1s and Band Es and proposing other changes to some of the existing team manager posts (i.e. Band Ds with team management responsibilities).

These roles will be replaced by **new management levels** below Director:

- Portfolio Managers
- Workstream Managers
- Team Managers

Portfolio Managers, Workstream Managers and Team Managers are new roles with different leadership responsibilities. Therefore, these roles are subject to selection processes in line with our [Organisational Change Policy](#). Details of the key differences in the new generic role profiles can be found [here](#).

The above role titles were used within consultation as descriptors and following feedback we have agreed that actual job titles will reflect the role and seniority of the incumbent, for example, Portfolio Managers will be known as Deputy Directors.

Q13: Where has the approach/structure originated from?

A: This structure has been developed specifically for Ofgem, however, we entered discussions with a number of other organisations who have introduced a similar model. Our approach has been adapted following feedback from staff through collective consultation during July-August 2021, and we will continue to evolve our organisational design based on your insight, and in line with Ofgem's priorities.

Q14: I am on an interim contract through temporary promotion – how will this change impact me?

A: If you are a permanent member of staff on a temporary promotion, your 'ring fence' or 'slotting in' entitlements are based on your substantive post (not your temporary promotion). For example, if your substantive post is a Band D and you are on a temporary promotion to Band E, your entitlements are for roles which are Band D equivalent.

However, some staff have agreed (as part of their move to a temporary role) that at the end of their temporary role, they will return to Ofgem's change pool i.e. they have given up their right to return to a substantive position. For staff where this applies, discussions with them during the 1-1 process will explore the enduring nature of their current temporary role along with the opportunities available at the end of their current assignment in line with our flexible resourcing model.

Q15: I am on a casual contract, how will the change impact me?

A: A review of all current workstreams will be completed as part of our prioritisation work and reorganisation proposals. If you are on a casual contract and it's identified your work is continuing, it would be assumed you will continue in your role up until the end date of your casual contract. If it is decided your area of work is being de-prioritised, your line manager will discuss this with you and the impact it will have on your casual contract duration.

Q16: What is the impact for those on Fixed-Term Contracts (FTCs), Casual employees and Agency workers?

A: It might help if we firstly define what each of those terms mean:

Casual – a Casual employee is someone who has joined the civil service but did not go through a fair and open recruitment process to do so (in most cases they would have joined via an agency). As they have not gone through a fair and open recruitment process, they are not able to be classed as permanent employees and will, therefore, be employed on a fixed-term basis. The maximum duration for a casual contract is two years. Those on a casual contract are unable to apply for internal vacancies and can only apply through fair and open competition. Being a casual employee does not mean you aren't able to become a permanent employee, but you would have to go through a fair and open recruitment process to do so. This means that you cannot be considered for 'slotting-in' or 'ring-fencing' to a permanent appointment. This is because you have not been appointed to the Civil Service through open and fair competition.

A Fixed-Term Contract (FTC) – a fixed-term contract is an employment contract for a fixed period of time (i.e. for 12 months only). The reason for the position being fixed term must be clearly defined at the time of recruitment and can range from covering a temporary vacancy, i.e. maternity cover, to undertaking a time limited project, or because there is time limited funding to complete a piece of work.

A Fixed-Term Contract employee will have joined through a fair and open recruitment process (i.e. the role was advertised externally). If someone is employed on a fixed-term basis and not through open and fair competition, they are considered a 'casual' employee as defined above.

Agency - agency staff join us to support peaks in workflow, i.e. short-term demands. They are not on contracts of employment with Ofgem and submit weekly timesheets to their agency against the number of hours they have worked that week. Agency staff are not considered for 'slotting-in' or 'ring-fencing.'

Impact of the organisational change programme for Fixed-Term Contract, Casual and Agency staff:

Fixed-Term Contracts (FTC) and Casual staff - Those on FTCs recruited through open and fair competition, and Casual employees employed on a fixed-term basis, will be consulted in line with the process for permanent employees.

It's important they discuss with their line manager whether their time limited work is continuing in the new structure and assuming it is, they will continue for the remainder of their contract term and be slotted into a role on their existing terms.

If their time limited work isn't continuing following implementation of the new structure, consideration will be given to slot them into a role (if one exists) that is commensurate with their grade/pay for the remainder of their FTC. If this is not possible, the contractual notice provisions will apply as per their contract of employment.

Agency – as agency workers are not contracted employees of Ofgem, they are not eligible for slotting in or ring fence status. It would be assumed they will continue to work via their agency in line with the requirements of their assignment.

We would, however, recommend they discuss any specific questions they have with their line manager (advice can also be sought from the HR Business Partners) to understand if their current assignment may end earlier than planned or be extended.

Selection process

Selection process - general

Q17: What process will be used to appoint individuals to posts?

A: In line with the Ofgem [organisational change policy](#), how employees are appointed will depend on the degree of change from their post in the old structure compared with their post in the new structure. If there is no change or minimal change (normally less than 25%), they will be provisionally slotted in as part of the transfer matrix and continue as before. Where there is a significant change or their post has been removed and there is a new post, the employee will be ring-fenced to undertake a selection process for that position (please see questions below). This is to ensure that the new post holder has the skills, experience and behaviours necessary to be successful in the changed/new post.

Q18: What does the term 'slotted-in' mean?

A: A slot-in is where a high proportion of the duties and responsibilities of an existing role match the duties and responsibilities of a proposed job description in the new structure, and there are the same number (or more) of these roles in the proposed structure. Where a member of staff is deemed to be a slot-in, subject to the outcome of consultation and Trade Union approval, they would be moved into the new role. If the individual feels they have been inaccurately matched with a new role there will be a clear process to challenge this.

Q19: What does the term 'ring fence' mean?

A: Ring fencing applies if the previous and new posts of the same grade have fewer tasks in common and where it is, therefore, less obvious that the employee has the skills, experience and behaviours to do all aspects of the new post (25% or more changed). In those circumstances, the employee could not be slotted-in but would be ring-fenced to undertake a selection process instead.

This means that they would have the right to apply for the post before other possible candidates, who are not ring-fenced.

It is possible for more than one person to be ring-fenced to interview for the same role(s) - this usually happens when there are fewer posts than people.

Q20: How will you ensure the selection process is fair, inclusive and unbiased?

A: We are committed to ensuring the selection process is fair, transparent and inclusive at each stage, and that particular attention is given to accessibility requirements to achieve a process that is equitable.

We are committed to:

- Making every effort to ensure role profiles have used inclusive language, including running these through a gender decoder
- Ensuring women and minorities are encouraged to put themselves forward for roles, even where they may feel they do not meet 100% of the criteria
- An enhanced focus on accessibility requirements and reasonable adjustments ahead of interview
- Refreshed guidance and training for candidates
- Refreshed guidance and inclusivity training for interviewers, including an overview of reasonable adjustments and some new actions like asking everyone on the call to blur their backgrounds
- Diverse panels (to the extent where it is reasonably possible, while being mindful of not placing pressure on a small group of colleagues within particular cohorts)
- Assessments which consider inclusive behaviours of candidates
- Conducting anonymous post-interview surveys to sense check candidates were clear on process, made to feel welcome and had an opportunity to make reasonable adjustments
- Collecting and reviewing anonymised data about outcomes, assessed against existing demographic information, in particular analysing who applied, who got shortlisted and who was put in post.

Q21: What will the approach be to backfilling maternity cover, given there are no longer 'substantive posts'? Does this mean we will no longer be recruiting dedicated maternity cover except for very specialist roles (as in theory any maternity cover should be done via others who are in the profession already, e.g. via the bench)?

A: All employees will still have substantive roles within the organisation. In line with our flexible resourcing model, we would in the first instance look to fill the posts internally. In the rare occurrence we do not have the specific skill set required we would look externally to recruit someone on a fixed-term contract.

Q22: How will Ofgem ensure senior posts in particular are still available when staff return, when there will be less 'openings'?

A: In line with our current returners policy ([HR Policies Home](#)), we are committed to ensuring our colleagues return to their previous role if this still exists or a suitable position that is commensurate with the position they were fulfilling before they left. Early engagement with your Directorate and Profession

ahead of returning will be important to ensure we are proactive in planning your return to the workplace and can discuss options with you.

Under our new operating model, we will review the organisation's workstreams on a regular basis and prioritising accordingly. These changes will be discussed with you, keeping you fully informed of all the new and existing opportunities upon your return.

Q23: What happens if I am on a temporary promotion?

A: Ring fence and slotting in rights are based on your substantive post. If you are currently undertaking a temporary promotion, a decision on whether this will continue for its previously agreed timeframe would be determined following the outcome of the consultation and slotting in/ring fence process. The following would determine the outcome:

You continue in the role until its previously agreed end period and then move into your new role (based against your substantive post). However, this assumes the temporary role continues to exist in the new structure. It also assumes that there is no one at that higher grade being displaced or at risk of redundancy due to the restructuring. If there was, they would have redeployment rights to that role, which means your temporary promotion may end before its previously agreed end date.

Q24: Are there any particular implications for staff currently on probation with regards to impact on their roles?

A: All colleagues still in their probation period will be treated exactly the same as colleagues who have already passed probation i.e. they will have the same ring fence or slotting in rights as other colleagues. In terms of their probation length, this will be continuous, so if they are slotted into a role 4 months into their probation – they will have 2 months left of their probation in their new 'slotted in' role.

Q25: I am in a 'ring-fence'. What happens if I do not want to be considered for a role in the proposed new structure?

A: We would want to understand your reasons, however, if you stated you were not going to participate in the assessment process you would remain at risk. If you do not wish to be considered for a role in the new structure, efforts will be made to help you secure redeployment within the Civil Service in a suitable alternative post that is commensurate with your skills and experience. Every effort will be made to find a suitable alternative role for you.

Q26: What opportunities are there to progress to more senior roles at the moment? If they are paused for now, when will they open up again?

A: The recruitment freeze has been applied to ensure we mitigate against the risk of redundancy for those most at risk. However, there are some business critical roles (that will have gone through the exceptions process) that we will continue to offer as opportunities, albeit they are likely to be temporary opportunities until we complete the restructuring.

After the ring fence and slotting in exercises have concluded, any positions left vacant at the end of this process will be available in line with normal recruitment practice.

Q27: What opportunities are there for part-time staff in the new structure, as part-time roles in Ofgem are currently few and far between and the appetite of team managers for part-time staff may vary? How will we have access to the same opportunities as full-time staff?

A: Across Ofgem, approximately 7% of staff work part time and these colleagues range from Band As up to and including Directors. In addition, many more colleagues work flexibly within their full-time hours (e.g. working 9 day fortnights, other compressed hours etc).

Under the new operating model, we want to ensure opportunities are more transparent for all colleagues, and the proposed new flexible resourcing proposal should support this aim. It will also allow staff to work in more varied roles and projects. All assignments will be made available via the intranet, and we would encourage managers to ensure that flexible deployment opportunities are considered to help support greater diversity and equality across Ofgem.

Q28: How will the changes affect the Graduate Programme?

A: We do not anticipate any significant changes to the graduate programme. It is likely the programme will continue to be coordinated corporately, with deployments/rotations operating as they do currently. However, we do anticipate the professions model playing an active role in supporting the career aspirations of graduates aligned to their chosen profession, both during the programme and after it has finished.

Q29: I have a question about the application/selection process, who do I contact?

A: Questions regarding the application/selection process should be directed to consultation@ofgem.gov.uk.

Selection Process - ringfenced Team Manager and Workstream Manager roles

Q30: Does everyone need to apply for a position?

A: No. Band C or D line managers with responsibility for less than five people below them can slot into a Team Member role with no change to salary. Line Managers with responsibility for five or more people below them (whether direct reports or reporting to their direct reports) cannot choose to slot into a Team Member role.

Q31: I am working on Project Daisy/under a lot of work pressure, do I need to go through the process now?

A: Yes, but all consideration and support will be provided through the process. Contact HR OD on consultation@ofgem.gov.uk as early as possible, so they are able to provide the appropriate support.

Q32: I have only recently joined Ofgem through a fair and open process. Do I still need to go through the selection process?

A: You will still need to go through the selection process, unless you have been selected using the exact same selection criteria. If you have been selected using the exact same selection criteria, you will still need to do the desktop exercise. If in doubt, please contact consultation@ofgem.gov.uk to confirm whether you need to go through the selection process.

Q33: Who can apply for Workstream Manager roles?

A: All Band E colleagues with line manager responsibility, whether in or outside of Ofgem, within the past two years. Please also see question 51 regarding long-term absence).

Q34: Who can apply for Level 3 Team Manager roles?

A: All Band E and Band D colleagues with line manager responsibility, whether in or outside of Ofgem, within the past two years. (But also see Q51 below).

Q35: Who can apply for Level 2 Team Manager roles?

A: Band D and Band C colleagues with line manager responsibility, whether in or outside of Ofgem, within the past two years. (But also see Q51 below).

Q36: What will the selection process entail for Workstream Manager/Team Manager Levels 1 and 2?

A: Information regarding the selection process for all roles is available on the Wire [here](#). More detailed guidance will be provided at workshops, see next question.

Q37: What support/guidance is available to individuals going through selection?

A: Two workshops will be held to support individuals, one on w/c 24 January and one on w/c 31 January. All colleagues will receive a placeholder with information of how to sign up to one of these if relevant to you.

Q38: Will I need to complete the selection process if I have already been through the selection process for Portfolio Manager roles?

A: No. You only need to complete one selection process. You will, however, be required to submit an Expression of Interest for Workstream Manager/Team Manager roles and tick a box to confirm you meet the selection criteria. The process is designed to find the appropriate benchmark to the level required for each role - from Portfolio Manager through to Team Manager.

Q39: How will roles be allocated?

A: A calibration session led by Portfolio Managers will determine who has been successful and assign suitable roles to successful individuals (based on merit order, individual preferences and business needs).

Q40: What support will Portfolio Managers be given with this process?

A: A session will be held with all Portfolio Managers prior to the assessment of suitability statements. This will ensure everyone involved in selection is consistent in how they assess and score evidence provided, and will also ensure

a common understanding of the process. This session will be run by the HR OD team.

Q41: How will people on long-term leave be kept informed of the selection process?

A: Those employees who are currently on leave or planning to go on leave in the coming months will not be disadvantaged by the process. We have written to impacted staff to confirm their protected rights during their period of absence (protected rights exist for employees during specific periods of family leave arrangements) to offer reassurance they will not be disadvantaged during the transformation process.

We will continue to engage with individuals about their circumstances to ensure they are treated fairly. We will keep in touch with individuals on long-term absence via the Huddle platform that we created specifically for absent colleagues. Line managers also have an important responsibility to keep in touch with their team members and ensure individuals have a smooth return to work when the time comes – they also have a responsibility to conduct 1-1s with their absent reportees in line with the OD timelines.

The OD Team are continuing to ensure open dialogue with individuals to ensure a clear understanding of the process in regard to their particular circumstances and are available for support and advice. If anyone wishes to seek advice on their current or future situation you can contact the OD team in confidence via consultation@ofgem.gov.uk and we can arrange an individual meeting with you to provide advice and guidance. HR policies regarding absence can be found on the [HR Policies Homepage](#).

Q42: Can I choose to be slotted in if I am a Band D/ C?

A: Yes, unless you are a line manager with responsibility for five or more people below you (whether direct reports or reporting to your direct reports).

Q43: Will VE be opened up to Ds and Cs?

A: No. VE is a tool used to help avoid redundancies where there is a risk to staff. Due to the number of current vacancies across the organisation, we do not believe there are risks of redundancy at existing Bands A to D.

Q44: What happens if I am a Band E and am not successful in getting a Team Manager role?

A: If unsuccessful, your personal situation will be discussed with you in line with the organisational change policy. This would include the possibility of searching for suitable alternative roles both inside and outside of Ofgem. You would also be able to consider a Team Member position, with protected salary for a 12 month period.

Q45: What happens if I am a Band C or D and am not successful in getting a Team Manager role?

A: If unsuccessful, you are able to be slotted into a Team Member position.

Q46: Can I be offered a role that I didn't express an interest in?

A: Potentially yes. We are aiming for individuals to be offered roles that are of interest to them. However, in line with our new flexible resourcing model, we need to balance interest against Ofgem's priorities and skill requirements in certain roles. Therefore, there is a chance a position will be offered to an individual that they did not express an interest in

Q47: How will you decide which roles people are best suited for?

A: We will consider an individual's performance through the selection process (including their areas of strength and experience), merit order, an individual's role preference and the needs of Ofgem.

Q48: Will I manage the same team as I manage now?

A: Not necessarily.

Q49: Is there an appeals process? What is the appeals process?

A: Yes. There is a challenge process. Contact HR OD on consultation@ofgem.gov.uk who will provide further details.

Q50: When will I hear the outcome of my interview/ process?

A: The date for announcement of roles is w/c 28th February 2022.

Q51: Has Diversity & Inclusion been considered with regard to eligibility to apply for certain roles? For example, women with young children are less likely to have had line management experience within the past two years.

A: We are committed to Diversity & Inclusion in all our process, including selection. Where someone has been absent from work during the last two years due to long-term absence (such as family leave or illness) we would not want this to be a disadvantage. In such circumstances, please contact the consultation inbox at consultation@ofgem.gov.uk and the OD team will be happy to discuss your personal situation and explore your eligibility to apply for the team manager positions with you.

Q52: Why are there so few expert role profiles?

A: Our first priority has always been to ensure we have the right number and level of leadership roles in each of the Directorates and to stabilise that layer of the structure for colleagues with ring fence rights as quickly as possible. As we move forward, Directors and Heads of Profession will work together during strategic workforce planning exercises to establish what expertise is needed 1) within a Profession and 2) within the portfolios of work being delivered. Once this is determined, more expert roles will be created.

Q53: Who do I contact if I have a question about the selection process that is not answered in these FAQs?

A: Please contact consultation@ofgem.gov.uk

Slotting in process - Team Member roles**Q54: Who will be slotted into a Team Member role?**

A: Bands A to D who do not have team management responsibility, as well as Band Cs with team management responsibility and Band Ds with team management responsibility of less than 5 who choose to be slotted into a Team Member role.

Q55: On what basis will I be slotted into a Team Member role?

A: You will be assigned an initial deployment based on your previous experience/current position in the organisational structure in April 2022. You will be moved across at the equivalent pay level.

Q56: What happens if I feel I have been deployed in a role not aligned to my current substantive post?

A: If you feel you have been deployed to a role not aligned to your current substantive post, you will be able to discuss this with the relevant Head of Profession or Professional Development Lead. Also see Q8 regarding our challenge process.

Role mapping into the new structure for Team Members and Team Managers**Q57: What level will I be slotted in at?**

A: Bands A – E will be mapped across in the new structure to Levels 1-3 on a role match basis as follows:

| | | | | | | |
|---------------------------|---------|----|---------|---------|---------|----|
| CS grades | AA | AO | EO | HEO/SEO | G7 | G6 |
| Ofgem grades | A | B | C | D | E | |
| New level | 1 | | 2 | | 3 | |
| Indicative pay range (L) | £20-£32 | | £33-£60 | | £60-£83 | |
| Indicative pay range (OL) | £18-£30 | | £31-£56 | | £56-£77 | |

Bands A and B will be slotted in at Level 1 as Team Members

Band C

- Band C with no line management responsibility will be slotted in at Level 2 as Team Members.
- Band C with line management responsibility have the option to apply for a Level 2 Team Manager position or choose to be slotted in at Level 2 as a Team Member.

Band D

- Band Ds with no line management responsibility will be slotted into a Team Member role based on a best fit basis against their current role (these are most likely to be at Level 2 unless their current role and responsibilities align to an expert role at Level 3)
- Band Ds with 1-4 direct reports have the option to be slotted into a Team Member role on a best fit basis or apply for ringfenced Team Manager Level 3 roles in the new structure. If they opt to apply for a Team Manager role and are not successful, they will be slotted into a role on a best fit basis in line with slotting in arrangements.
- Band Ds with line management responsibilities of five or more can apply for ringfenced Team Manager Level 3 roles in the new structure. They do not have an option to slot in as a Team Member. However, if they are not successful as a Team Manager, they will be slotted into a role on a best fit basis in line with slotting in arrangements.

Band E

- Band Es can apply for ringfenced Workstream Manager and Team Manager Level 3 roles in the new structure. They do not have an option to slot in as a Team Member. If they are not successful as a Team Manager, they will be considered for alternative roles as suitable alternative employment.

Q58: Would any Band Ds or Es be considered an 'expert' and therefore mapped to Level 3?

A: An assessment would need to be completed against someone's current substantive role and the expert role that has been defined in the new structure. That assessment would be undertaken by the appropriate line manager and HoP i.e. the line manager who has the relevant knowledge of the individual's current role and the HoP who has the relevant knowledge of the Professional expertise needed in the new role. A decision would be determined on a best fit basis in line with all other 'slot in' arrangements.

Q59: What happens if my current salary is above the maximum of the pay band of the level I am mapped to?

A: You will be mapped across at your current pay level, which would be protected indefinitely and you would still be eligible for a pay award where these apply as part of the annual pay remit arrangements.

Q60: What happens if my salary is already above the minimum point of the new level pay band and I am appointed to a Level 3 Team Manager role as part of this selection process? Will this be treated as a promotion?

A: As selection to the posts is as part of a specific ring-fence process, you will retain your existing salary on selection and your selection will not be treated as a promotion. This means that a 10% promotion increase will not apply.

Q61: What happens if my current salary is below the minimum pay band of the Level I am mapped to or I move to because of securing a Team Manager/Workstream Manager role?

A: Your salary would increase to the minimum in the pay band at the Level you are placed in. You will not receive a 10% salary increase as this is not treated as a promotion increase for these selection purposes only.

Q62: What can I do if I think I have been ring fenced or slotted into a role incorrectly?

A: We have a challenge process for colleagues who believe the incorrect ring fence or slotting in rights have been applied. For further advice you can also speak to a member of the OD HR team on consultation@ofgem.gov.uk

Q63: When can we expect to find out what role we have been slotted in to?

A: The selection process for team management positions should be concluded by the end of February. Following this, we expect to confirm the role slotting in arrangements for all remaining staff. This will also include confirmation of your Profession and the portfolio/team you will be allocated to as your first deployment.

Q64: What is the go live date of the new structure?

A: The 1st April 2022 remains the scheduled 'go live' date for our new operating model and organisational structure.

Professions

Q65: What do you mean by Professions?

A: All employees will be a member of a single profession that provides tailored career paths and progression opportunities. These are similar to the Professions used elsewhere in the civil service such as legal, policy, analysts, communications, IT, etc. In this model, you will be part of a community led by a **Head of Profession** (HoP). This will be your work 'home' and will guide: your professional skills development; which projects you work on; and how your performance is evaluated.

The HoP will be responsible for developing the professional excellence within their profession. A **Professional Development Lead** (PDL), allocated to you by the HoP, will support you with your day-to-day professional development needs, pastoral support and career coaching/guidance.

For avoidance of doubt, we still envisage projects and BAU work being overseen or 'work managed' through a Directorate structure, however the key 'home' of a member of staff will be with their profession. So, for example, the 'home' of an operational professional will be within the Operational Delivery profession and not within (say) the E-serve Directorate. This arrangement maintains continuity and support, while enabling more flexible deployment and greater opportunities across the organisation.

Q66: What Band will a Personal Development Lead (PDL) be?

A: The Personal Development Lead is not a standalone role but rather an additional responsibility. This role could be undertaken at various levels throughout the organisation to give relevant levels of support. However, we expect the PDL responsibilities to be undertaken by someone who has the right level of professional experience (within their profession) in order to support other colleagues with their career development and professional standards.

Q67: How and when will my profession be determined?

A: Employees will be allocated a single profession based on their current job role, known skills and expertise. The 'allocation' assessment will be completed by the Directorates alongside the Head of Profession. You will be informed about the Profession you have been allocated as part of the slotting in process (ahead of the structure 'go live' date in April)

Q68: What should I do if I think the profession allocated to me is not right?

A: If you feel you have been allocated to the wrong profession, we encourage you to have a conversation with your current line manager. This will then be reviewed by the Head of Profession for your current allocated profession and the profession you feel is more suitable.

Q69: Will I be able to change profession?

A: Yes, you can request this at the point of the initial mapping, or you can request this through your Professional Development Lead. Guidance criteria will be in place for you to move professions permanently. You would need to demonstrate you had the relevant skills and experience by undertaking internal deployments within the new profession to meet the role requirements.

Q70: Some professions look like they will have more people than others. How will it be possible for one person to be the Head of Profession for a large profession?

A: Time commitments will not vary significantly based on the number of staff in a profession as the Head of Profession's time will be focused on fixed tasks e.g. providing ratings and evaluation oversight, creating a professional development strategy and longer-term workforce planning (i.e. cyclical recruitment activity). We will work through logistics and practicalities as part of the planning process.

Q71: How will I receive feedback on my performance?

A: You will be given an objective evaluation based on 360 degree feedback from your work manager (your work manager is the person whose projects you have been working on during the reporting period - if you are working on multiple projects this could be more than one person) and other relevant colleagues. This will provide an opportunity for enhanced feedback and support on a more regular basis than is currently the case for many staff, and is something we know staff in other organisations with this model really appreciate.

To minimise bias, the professions office will review all feedback in line with our focus on D&I. The HR Staffer will ensure there is a constructive approach to feedback and that all individuals giving feedback are appropriately developed in these matters. 360 reviews increase diversity of views, rather than just relying

on one line manager (as per the current model). Done right, this should be more transparent than current processes. Clear processes will also be in place regarding the assessment process for those on absence leave from the organisation.

Training will be available to colleagues giving feedback to ensure that this feedback will be fed in to your PDL, who will discuss this with you and confirm your proposed performance rating. The HoP will review and ratify all ratings within their profession to ensure consistent performance assessment decision-making across Ofgem.

We see significant potential for fairer, more transparent and more inclusive decision-making around career progression, rather than a 'tap on the shoulder' approach. If the model is working well there should be more opportunities for high-performing staff of all backgrounds to automatically progress. However, it will be essential that decision-making processes and frameworks fully support removal of bias at each stage of the process, or the new processes could limit career progression. This was supported by staff feedback and engagement with other organisations who have implemented this model

Q72: Is 360 Feedback not too labour intensive?

A: With the creation of the professions model and a group of dedicated staff (HR Staffers, Professions officer and PDLs) supporting the Head of Profession, we don't feel 360 feedback will be labour intensive. Over time, as the model and new ways of working embed, we feel 360 will happen more organically throughout the year rather than being seen as a 'once a year' task that everyone needs to complete.

We do also encourage individuals to seek guidance around their performance throughout the year to ensure this doesn't become a resource intensive task once a year and to ensure we avoid 'point in time' bias near assessment periods.

Q73. How much 1-2-1 time can I expect from my Professional Development Lead (PDL)? Will this be more or less than I currently have from my line manager?

A: Under the proposed new operating model, the management support for staff will sit across two areas:

- Our task manager - who will be responsible for supporting us to define and achieve our work objectives. This individual may vary over time, in line with the duration of deployments.
- Our PDL - who will provide line management support to us. As with our current ways of working, the time spent with our managers will vary dependent on the needs of each individual. Currently, some members of staff will require more support at different times than others, and we anticipate this will be true in the new proposed ways of working.

Q74: What would be considered my home team, for the purpose of team meetings and the social aspects of work. For example, who would I have my Christmas dinner with? Would I still have directorate meetings?

A: All employees will 'belong' to a single profession within the organisation. Your

career development, progression opportunities and performance discussions will be held with your PDL under the guidance of the HoP. However, you will deliver your day-to-day work within the portfolio/project you are currently deployed to. In addition to more rapid deployments, your deployment could range from 3-6 months up to the possibility of two years (depending on the workstream deliverables). It is, therefore, highly likely you would be attending regular portfolio/project meetings and be invited to attend 'profession' based events as arranged by your HoP. This could also mean two end-of-year lunches!

Flexible Resourcing

Q75: When will flexible resourcing be implemented?

A: We anticipate flexible resourcing will go live on 1st April.

Q76: What does flexible resourcing mean?

A: As currently, we would bring the right people and expertise to work on that project. But in this new model, once your work on that project has finished you will be redeployed to another project. You might work on a project for its entirety or just a part of it. What you work on could be decided by a combination of:

- the needs of the business - what do we need to deliver?
- your fit with the role - what skills are needed?
- your personal and developmental preferences - what do you enjoy, and where do you want to take your career?

We also know there will be examples of where it makes sense for people to be more fixed in a certain area, such as where they have particular subject matter expertise. But in broad terms, there will be more opportunities to take on different roles in different teams, giving you variety and development opportunities, and giving the business greater flexibility as new priorities emerge. We think this would make Ofgem a more enjoyable place to work, where you have more agency and power over where you take your career.

Flexible resourcing also offers the potential for fairer, more transparent and more inclusive decision-making around staff deployments, rather than a 'tap on the shoulder' approach. However, it will be essential that decision-making processes and frameworks fully support removal of bias at each stage of the process. This view was supported by staff feedback and engagement with other organisations who have implemented this model.

Q77: Will all staff have the potential to be flexibly deployed?

A: Yes, however, the frequency of deployment to suitable roles across Ofgem will vary by role and profession based on work and talent development requirements. Deployments will vary between teams and professions, particularly where some types of work are heavily concentrated in one part of the business (e.g. Finance).

Q78: What is the minimum and maximum length for deployment?

A: This will vary depending on the work activity:

- Typical deployment durations could vary between professions, based on activity, urgency of deliverables and priorities for the organisation
- We anticipate the typical range will be between 3 months (more likely for professions such as analysis) and 2 years (more likely for policy, operational delivery)
- Occasionally, there may be some activity requiring shorter deployments - for example to deliver a short piece of urgent work

Q79: How will flexible resourcing work?

A: Staff will be deployed to roles across Ofgem to ensure the most important work has the resources and skills needed to deliver - these priorities and associated resourcing needs would be agreed via the enterprise portfolio management function (ePMO) and Investment & Change Committee (ICC). Clear project start and stop dates and forward plans will help with this, although of course there will always be a degree of reactive work we must flex to and a consistent process for this as well. Once an activity and the required roles have been approved, suitable staff will be identified and selected from across Ofgem to form multi-disciplinary teams to complete the work. Once the work has been completed, or when a set deployment has come to an end, people will move to their next deployment.

Q80: How will I know what opportunities are available and if they are suitable for my career development?

A: A Job Bulletin Board will highlight all opportunities across Ofgem and you will have the opportunity to discuss your interest in roles with your PDL. This will allow for greater transparency and allow individuals to enter into a discussion about skills and experience they have that could enhance a project.

Q81: How will staff be matched to roles?

A: The Head of Profession will set clear criteria for prioritising the most important work based on business needs, skills and expertise and the person's development needs and preferences. Conversations between the staff and the team manager/ SRO will ensure roles are a good fit, with final decisions in the event of disagreement resting with the Head of Profession.

HR staffers and Profession Officers will support the Head of Profession, ensuring a smooth, transparent process for staff as one deployment comes to an end and another begins. A staff's Professional Development Lead might also be consulted to give advice on how deployments could support professional development and performance.

Q82: Where will BAU work sit with flexible arrangements?

A: Our BAU/core and statutory work is very much a part of our flexible resourcing model. The new model will mean working on a flexible basis, but some of us will be appointed for longer periods than others (with flexible deployments potentially ranging from 3/6 months up to 2 years). Where work is project based, it will have an end date, whereas core/BAU - is likely to be ongoing but will potentially have people flexing in and out.

It's worth noting that both projects and core work may have different skills/resource mix requirements during their duration. Our core work will be staffed up with proper teams for defined periods of time, ensuring that Ofgem is able to deliver against its statutory obligations and business objectives.

Where employees are in the Deployment Pool (previously referred to as The Bench), this will still be a very productive time where employees will have the opportunity to work on BAU work, lower priority projects, research initiatives, development activities and knowledge transfer.

Q83: What would the deployment process differences be between run and change activities?

A: All roles, including those in run activities (where the work done is ongoing and does not have an end date, like our core regulatory and scheme functions and other ongoing activities) and change activities (where the work done has an end date, like those activities that deliver our strategic change programmes and our transformation as an organisation) would have set deployment durations to ensure all staff could enjoy greater flexibility and breadth of experience across Ofgem.

Q84: Could staff choose to end their deployment before the stated end date?

A: Staff could ask their HR staffer / Head of Profession for early re-deployment, to be granted on a case-by-case basis in consultation with the work manager/portfolio lead and in line with business needs.

Q85: Could staff change professions, job families or career tracks?

A: Yes, temporary deployments to a role outside of a staff member's profession would be managed by the HR staffers. Permanent changes in a profession/ job family – for example from the Policy profession to Analyst profession - would be based on Professional Development Leads and Head of Profession approval, as well as role availability.

Q86: What would happen if someone did not wish to be deployed to an activity?

A: Deployment discussions will always be two way and will explore any concerns with colleagues as to why they feel a role is deemed unsuitable. We would always aim to work with you where we can accommodate choice and career aspirations. However, a key aim of flexible resourcing is to ensure we can flex our resources where they are needed most, enabling us to satisfy our organisational priorities and ultimately deliver against these to have the greatest impact on the consumer.

Q87: What is the 'the bench' / what do staff do 'on the bench'?

A: We understand that there can be some negative connotations with the term 'the bench' and **welcome any suggestions for a new name** before we go live in 2022. In the interim period we will refer to this as the **Deployment Pool**.

When staff finish a deployment, they will return to the 'Deployment Pool' for reassignment. If staff don't immediately move into a priority project, they will have the opportunity to work on BAU work or have the chance to undertake

dedicated professional development to deepen expertise. These periods are likely to be time limited.

Q88: Who would decide the resourcing needs of a project/programme?

A: All activity within Ofgem would be approved through the annual planning process, or through the ongoing Investment & Change Committee's (ICC) approval process, in a fair and transparent way. As part of the process, an SRO would confirm the most efficient and effective resource requirements for a project/ programme and would work with the Heads of Professions to define the roles and requirements of the multi-disciplinary teams that will deliver.

Q89: Who would decide how to free up required resource for an urgent high-priority activity?

A: If an urgent activity is not part of a pre-budgeted work envelope, the Head of Profession would determine which individuals are re-allocated based on a shortlist of staff (e.g. from the bench, specialist expertise and staff deployed to lower priority activities). This in-profession prioritisation process will be transparent to the ICC, Directors and relevant SROs.

Q90: What are urgent high-priority activities?

A: Activities delivering Ofgem's strategic priorities that must start before the next monthly ePMO confirmation cycle, particularly where these are difficult to predict in advance (e.g. an urgent piece of new policy work, or a complex supplier of last resort event). Urgent activities that extend beyond 1 month are reviewed as part of the monthly ePMO reprioritisation process.

Q91: Who would decide whether recruitment is necessary to meet business demands?

A: The Head of Profession would be responsible for ensuring talent supply meets business demand through general recruitment and tailored L&D. SROs and Directors would work closely with their Head of Profession where needed to identify any specialist recruitment (e.g. Price Control Specialists).

Q92: Could a Head of Profession deploy resource to lower priority activities to utilise expertise/specialist skills more effectively?

A: If higher priority activities are not fully staffed then people will be deployed to work on those activities; the Head of Profession is responsible for delivering Ofgem's strategic priorities.

If higher priority activities are fully staffed; the Head of Profession is responsible for determining the criteria for assignment of 'bench' activities, which may include lower-priority backlogs of work in professions, directorates or L&D programmes.

Q93: How would my objectives be managed, if I have a succession of roles that are short term?

A: Work objectives would be set by the team manager supporting the delivery of the team objectives. Your performance against these objectives would be tracked and recorded, and feedback given for your performance for each deployment role. Feedback would also be collected at the end of each deployment and included in your performance review. Over time you would

compile a rich set of feedback from your various roles and deliverables. All processes around performance management will be transparent, fair and inclusive, with appropriate training given to Professional Development Leads.

Q94: How will Ofgem ensure knowledge and expertise is not lost as colleagues are redeployed?

A: Our new ways of working will ensure portfolio and workstream leads have more scope/time to ensure key areas of knowledge retention are undertaken as part of the portfolio deliverables. As the 'work managers' they will be clear on the end-to-end requirements of the project, including the knowledge that must be retained and how this is accessed in the future.

In terms of expertise, our new flexible resourcing model and approach to prioritisation will ensure we have the right employees, with the right skills being deployed to the areas that need their expertise most.

It is anticipated employees will remain in a deployment for the length of time that their skillset is required. The deployment length will be defined at the start of the assignment, with key objectives for the assignment duration clearly agreed at the start, with regular reviews by the 'work manager.'

Q95: Are there new planned knowledge management tools being considered to enable better knowledge retention with more flexible resourcing?

A: Knowledge retention will remain a key element of our work in Ofgem and those managers leading workstreams will be responsible to ensure we retain the right knowledge, in the right place, at the right time as part of their key project deliverables.

It is an area where we have received feedback from staff during consultation and we will be reviewing what tools are available to help us achieve good knowledge management across the organisation. If anyone has seen it successfully implemented elsewhere or knows of reliable tools please let us know.

Q96: What does this mean for those on fixed-term contracts (FTCs) or temps? Will flexible deployment mean most staff are employed on permanent contracts, and an end to FTCs and temps? If not, will FTCs/temps get sight of roles/be treated the same for the purpose of deployment?

A: Flexible resourcing does not mean all contracts within Ofgem will be permanent ones. Temporary employees (agency and FTCs) provide valuable assistance to Ofgem by supporting temporary demands across the organisation. As we move towards better prioritisation and flexibility in our operating model, it should ensure we have more robust and effective strategic workforce planning. However, the use of temporary resources will continue to be an important part of a diverse workforce.

Q97: Are we shifting recruitment to focus on onboarding those who are more adaptable?

A: We have always looked at the adaptability of new recruits and will ensure the

recruitment process details our operating models to ensure new colleagues are aware of the need for flexibility.

We believe our new operating model, coupled with the move towards hybrid working (post Covid), will provide a more diverse range of opportunities for colleagues who wish to work in a non-standard way, supporting part time working, outside work commitments and other individual requirements.

Q98: How will Ofgem ensure consistency/fairness across staff/teams/professions under the proposed Organisational Design?

A: Flexible resourcing offers the potential for fairer, more transparent and more inclusive decision-making around staff deployments, rather than a 'tap on the shoulder' approach. However, it will be essential that decision-making processes and frameworks fully support removal of bias at each stage of the process. This view was supported by staff feedback and engagement with other organisations who have implemented this model.

All processes around performance management will also be transparent, fair and inclusive, with appropriate training given to Professional Development Leads.

Q99: How will you ensure that HoPs, PDLs and other key decision-makers are fair, inclusive and unbiased when overseeing decisions around deployment, performance and progression?

A: Key feedback we received on the professions model was that we need to ensure Heads of Profession, PDLs and other supporting staff are sufficiently trained in inclusive practices. It will be essential to ensure there is rigorous ongoing training and support for these roles, with appropriate ongoing checks, balances and data monitoring, to ensure fair, unbiased decision-making. We will also work to ensure this group is as diverse as possible when final appointments are made, including via the support these individuals receive from wider teams (noting there is currently a relatively small pool of senior leaders who are ethnic minorities or who are based nationally, and who would therefore be available for these roles). Likewise, it will be important that the demographic makeup of PDLs and any other supporting roles is as diverse as possible.

Career progression, performance management and pay structure

Q100: When will the new career model be implemented?

A: The new career model will be implemented from April 2022.

Q101: What is a twin track career progression model?

A: A twin track career progression model will make two different career tracks available to employees: an **expert track** and a **managerial track**. Many other organisations, including other regulators, use this approach.

The 'expert track' will support those with specialist and technical expertise to progress, without the need for team management experience. The 'managerial track' will support those who wish to progress their career along a team/people management path. Both tracks are equally valued, and it is possible to progress to senior roles in each.

Q102: How will the two career tracks work?

A: As employees progress through their Profession, they will have regular career conversations with their Professional Development Lead (under the guidance of the Head of Profession). During these discussions, employees will be able to discuss career path options and the behaviours expected from each path will be defined by Ofgem's new behavioural competency framework. Exploring different career options will allow employees to make informed choices on their preferred way forward. A development plan will be created to support your chosen career track and future aspirations.

Our new ways of working will allow for people to change career paths should they want to in the future, following discussions and performance support.

Q103: What promotion opportunities will I have under the new structure as layers are significantly reduced?

A: While layers are being reduced, we believe the new career model and the proposal to introduce a capability-based pay progression model (where staff will be able to progress and receive pay increases within a band) will give staff greater choice and opportunity to develop their careers at Ofgem.

Progression opportunities will no longer require moving to 'management' roles as is often the case under our current model. Within the new career model, employees will have the opportunity to progress by choosing an 'expert track' where they may develop specialist and/or technical skills, or by choosing a 'managerial track.'

In our new flexible resourcing model all opportunities will be accessible for staff to see via a staff bulletin. This means staff will have the opportunity to express an interest in more senior positions when new roles emerge. All processes will be transparent, fair and inclusive.

Q104: How can someone gain people management experience under the new model, if they have aspirations to be line manager in future? It looks like there will be fewer opportunities to develop hands-on line management experience by managing one or two people initially.

A: We see the flexible resourcing and professions model as a positive opportunity for employees to gain knowledge and skills across a range of experiences. The behavioural framework will define the progress expected to see at the different levels and professions within Ofgem, helping staff to tailor their own L&D to achieve their career aspirations. Taking on line management responsibilities is not the only way to demonstrate leadership or management capability. Supporting colleagues, mentoring new joiners or less experienced staff would all evidence an individual's capabilities.

Each profession will be developing a career track for the roles within their profession and will be jointly responsible with PDLs and employees to ensure staff have the opportunity to develop their skills accordingly.

Q105: How will the new grading structure work?

A: To support the new ways of working, drive performance improvements and achieve professional excellence, we are proposing to reconfigure Grades A to E to reduce the number of bands and enable more progression without the requirement for regrading. The proposal is for three broad bands in the future (Levels 1, 2 and 3):

- There will be three sub levels within each band for different levels of competency (all defined by a new behavioural framework) - so a total of nine sub-levels across the three grades
- These levels will be specific for each Profession and will be published transparently so that you can see the criteria required to achieve capability-based pay progression
- These criteria and the sub levels will be used for recruitment purposes to align starting salary against professional expectations.

NB: All our proposals associated to a change in pay and grading structures will be subject to HMT and Cabinet Office approval.

Q106: How will I be able to obtain a pay increase under the new structure? What is the in-band capability-based pay progression model?

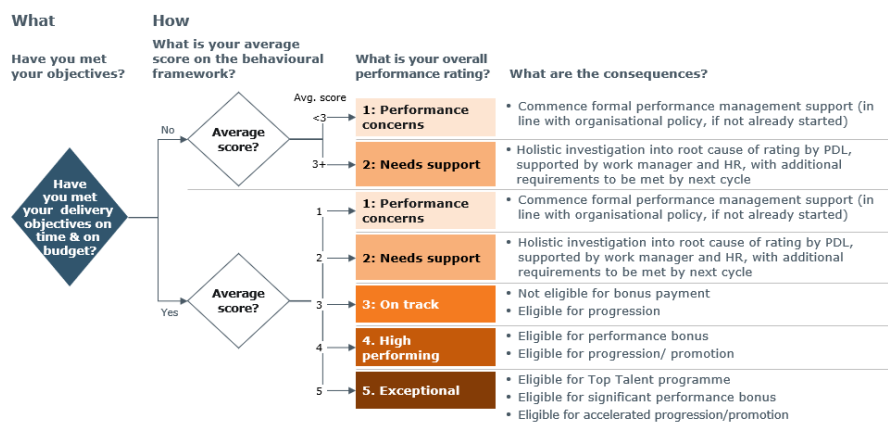
A: Capability-based pay progression enables staff to move through the pay band 'sub levels' without the need to achieve a promotion or be recruited to a new post.

Performance will be assessed as part of the annual performance review and will replace the current advancements system, ensuring a fair and level playing field for all staff. Assessment will be made based on the capabilities demonstrated by the employee against the behaviour framework for the role/profession the staff member is in, including being supported by 360 feedback and other feedback throughout the year.

Q107: Can you confirm what has changed in terms of pay and performance from what you consulted on?

A: Our initial proposal was to allow only those who were assessed as High Performance or Exceptional a bonus or the ability to apply for a promotion (as per the below table).

However, after exploring the options in the working group this proposal has been changed with colleagues assessed as On Track, High Performing and Exceptional, all eligible for a bonus, progression and to apply for promotion.



Q108: You initially said that the top two boxes would be capped at 20% (Exceptional 5% and High Performing 15%). Is this distribution still being implemented?

A: We are recommending distributions are guided in line with the current Ofgem bonus process.

Q109: Are there likely to be any further changes to this model?

A: The Transformation Programme Board were very keen to ensure we continue to explore a variety of performance systems aligned to current best practice and other new models being implemented across the Civil Service.

The Transformation team have agreed to take this action and review alternative options, in conjunction with colleagues and in line with our normal consultation obligations.

Q110: In the initial proposal, it was suggested that performance would not be managed by your task manager in the new model, and this would be undertaken by PDLs. Is this still the case?

A: Yes. The responsibility for performance management will sit with the Head of Profession and the PDLs within that Profession.

Next steps

Q111: When will I receive my individual, 1-1 meeting with my line manager?

All staff will be invited to attend a **1-1 meeting with their line manager**, where they will find out which Profession they are in, who their Professional Development Lead (PDL) will be and what their initial deployment will be as part of the flexible resourcing model from April 2022. These 1-1 meetings will take place once the selection for ringfenced roles has concluded and before the new operating model goes live on 4 April 2022.

At this time, colleagues will also receive a comprehensive guidance document and other communications materials to explain how the new model will work, and how their role fits in our new organisational design.

Employee Support

Q112: What support is available to colleagues who are concerned or anxious about the changes?

A: We intend to proceed at pace with the changes set out in this document to reduce prolonged uncertainty and stress for staff, whilst at the same time ensuring all staff are supported throughout. Your wellbeing is really important, and we're committed to making you feel as supported as possible through this period of change. The following support is available to you:

- **The Employee Assistance Programme (EAP)** [Wellbeing Employee Assistance Programme](#) is an employee benefit that is intended to help employees deal with any personal problems or work-related issues that might adversely impact their health and wellbeing. You might wish to access the programme during this period of change, as it will provide independent emotional support and practical advice.
- Where employees are at Risk of Redundancy **Outplacement Support** will be provided by an external provider.
- If you have any other specific wellbeing concerns, please contact the dedicated consultation email inbox - Consultation@ofgem.gov.uk