

Members Briefing REVENUE & CUSTOMS GROUP

To: **All PCS Members**

cc: **Branch Secretaries, Group Executive Committee, Equality Chairs, VOAC** (for info)

Can this Briefing be circulated via HMRC IT systems: **YES**

Website: **YES**

Action to be taken: **For the attention of all PCS Members in Debt Management**

Date: **23 August 2022**

Ref: **R&C/MB/041/22**


COLLABORATIVE ROSTERING IN DEBT MANAGEMENT

- *Advice for members on issues relating to 6pm finishes*
- *Debt Managements new approach to Collaborative Rostering*

Collaborative Rostering and 6pm finishes

PCS reps across several locations have raised concerns around the process for 6pm finish times. This is following messages that have been circulated by local managers in Debt Management (DM).

This dates back to the start of the pandemic. Through consultation with PCS, CSG temporarily changed their telephony hours to 8am to 6pm Monday to Friday. At the time, CSG advised PCS that due to the bandwidth of call handling being reduced by two hours, calls would continue to route until 6pm. This meant that as calls may still be in the queue at 6pm, the end of the shift would be when the queue was cleared. PCS circulated a briefing on this to members at the time (Members briefing R&C/BB/026/2, issued in July 2022).

Members should refer to the  [CSG PaCR Q&A](#). This document is accessible through HMRC's intranet page [Pay and contract reform support in CSG - HMRC](#).

Question 25 (page 12) of the CSG PaCR Q&A refers to this, "Our current opening hours (8am-6pm, Monday to Friday for phones, and 8am-8pm, Monday to Saturday for webchat on most lines) won't change until at least September. So for now, we'll only need to cover customer demand during our opening hours and **while we clear the telephone queues once the lines close at 6pm -just like we do now**. CSG will aim to give 12 weeks' notice before changing our opening hours again."

What members should do if they need to finish on time

It has always been the case that if members need to finish at exactly 6pm. For example, for health reasons, if they have specific plans, or childcare arrangements etc. They should have a discussion with their manager to ensure they can finish on time. This isn't any different to the approach that would need to be taken if a member needed to finish on time at any point during the day. For example, if a member needed to finish at 14:30 to be on time for the school run.

Ensuring everyone finishes on time

Members shouldn't experience many issues with finishing on time when working until 6pm if:

- Debt Management Operational Service (DMOS) have projected the call volumes for collaborative rostering accurately enough. They do this by:
 - looking at historical data on the number of calls coming through.
 - predicting the number of advisors that would need to be rostered on to answer those calls.
 - those predictions are based on how many advisors were needed to clear the queues in the past.
- If the data tells DMOS there aren't enough advisors rostered on to clear the queues around 6pm, they will look to increase the number of advisors rostered on.
- Members who are rostered on can work together to help ensure everyone finishes by 6pm if they:
 - focus on working together to clear the phone queues.
 - Wherever possible, avoiding doing non-customer contact work between 5pm-6pm.

Volunteering for Collaborative Rostering

DM SLT told us that a small number of colleagues haven't been volunteering for any 6pm finishes. DM want to ensure there is fairness to all colleagues who participate in collaborative rostering.

Their response to this was to put measures in place to allocate any late shifts to colleagues not actively volunteering. They tried this in Birmingham first and informed PCS of this locally. Local PCS reps told us this process didn't generate any issues or concerns from members. Local management in Birmingham reported the same. On that basis, DM informed PCS that they plan to use this in other areas where the same issue exists. PCS hasn't objected to this on the understanding that supportive conversations need to take place with anyone who hasn't volunteered first. If anyone is unable to contribute towards collaborative rostering because they have a genuine reason not to i.e. because of a health condition or caring responsibilities etc. we would expect them to be supported through the Special Working Arrangements (SWA) process.

Advice for members

If members experience any issues with collaborative rostering they should contact their local PCS rep for advice. Local reps can support members with any individual workplace issues. If there are multiple issues in a location, local reps can raise these issues with local management. Any issues that can't be resolved locally can be escalated to the National PCS DM Team.

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