

TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	REVIEW JOB ROTATION POLICY
DATE OF MEETING:	16 September 2024
APPROVED BY:	Paul Martin (CEO)

JOB ROTATION **POLICY**

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JOB ROTATION POLICY

CONTENTS

1. MHA's Strategic Objectives
2. MHA's Values
3. Regulatory & Legislative Compliance
4. Policy Introduction
5. Principles Job Rotation Policy
6. Benefits of Job Rotation
7. Consideration for implementing Job Rotation
8. Procedure
9. Equality & Human Rights
10. Data Collection
11. Monitoring & Review of Policy

1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Management Committee leads and directs MHA to ensure good outcomes for its tenants and other service users. The Scottish Housing Regulator's Regulatory Framework Financial & Regulatory, Standard 1 states that the Association manages its resources to ensure financial well-being and economic effectiveness, while maintaining rents at a level that tenants can afford to pay. MHA adheres to all relevant legal employment requirements associated with this policy.

4. POLICY INTRODUCTION

Job rotation is described as the "*practice of moving employees between different tasks to promote experience and variety*". It involves placing an employee in one or more jobs, at regular intervals, to expose them to the entire operational needs within the business.

5. PRINCIPLES OF THE JOB ROTATION POLICY

The purpose of this policy is to inform employees about job rotation arrangements within MHA. The Association will provide employees with the opportunity to be considered to participate in job rotation and this policy sets out the administrative arrangements that will apply in such circumstances. The job rotation policy has evidenced that some employees thrive in another area of work within MHA and this programme will provide an opportunity of them showcasing their transferrable skills.

6. BENEFITS OF JOB ROTATION

- The value of providing employees with opportunities for job enrichment and career development acts to broaden employees' knowledge, improve transferrable skills and gain an understanding of a range of work.
- It can increase job satisfaction because employees will be exposed to a range of tasks which may create more motivation and reduce turnover.
- Cross-training employees for different tasks can increase the flexibility and adaptability within MHA.

- Job rotation can be used for talent management to prepare employees for future positions by increasing their knowledge, skills and perspective. This may lead to a position of leadership in the future.

7. CONSIDERATIONS FOR IMPLEMENTING JOB ROTATION

Job rotation will be considered for all employees within MHA and, where implemented, a programme will be developed by the employee in conjunction with their line manager. Job rotation may occur within a function, or in some cases, an employee may move to a position out-with their current function. It will normally apply to positions graded at the same level and run for a set period. At the conclusion of the programme, unless otherwise agreed by the Leadership Team, the employee will return to their original position.

8. JOB ROTATION PROCEDURE

A line manager may propose to an employee that she/he considers job rotation as part of the annual staff appraisal, business continuity and development planning/succession planning. Similarly, an employee wishing to be considered to participate in job rotation should follow the undernoted steps. A written request should be compiled and presented to the Leadership Team for discussion, the request should outline the following:

- 8.1 The proposed role for job rotation** – A specific role needs to be identified. Examples of this may include a Trainee or Assistant spending time in a range of MHA functions to gain a wider knowledge of the admin roles throughout MHA and/or to meet the requirements of a qualification. In considering an employee for job rotation, the line manager should outline the proposals to ensure that the post is filled and that the service will not be adversely affected. (e.g. Customer Services Assistant (from Reception) requests job rotation experience in finance. The line manager must consider how this position is back filled if the request is agreed.
- 8.2 Outcomes** - The expected outcomes of the programme should be clear at the onset and be supported with a detailed work plan. The work plan should cover specific tasks to be undertaken, (e.g. processing repairs or accompanying the Housing Officer on a post allocation visit). The work plan should also state the expected skills & expertise to be acquired by the employee. Examples may include organising an event (e.g. gala day), managing a process from start to finish (e.g. EICR programme), and leading on a piece of work (e.g. compiling and monitoring the landscape rota).
- 8.3 Time Frame** – The location, start and end date of the job rotation should be agreed by the employee and line manager. The programme would generally last for the duration of up to 6 months.
- 8.4 Budgetary Considerations** – There should not be any salary implications as the employee would be working at their existing level. However, any anticipated costs because of the job rotation should be considered and highlighted.

- 8.5 Supervisory Arrangements** – Monthly recorded workplace support sessions should be undertaken by the line manager of the section the employee is based for the job rotation (e.g. the Asset Co-ordinator supervises the trainee Housing Assistant). The feedback from the supervision sessions will include performance updates.

MHA fully anticipates the success of job rotation. If, despite support mechanisms put in place, feedback indicates that the programme is not delivering the outcomes expected, then the line manager will raise this with the Leadership Team who will decide on whether to continue with the programme for the individual.

If the employee does not complete the programme, unless there is mitigating circumstances, further requests for job rotation cannot be considered for a period of 1 year.

9. EQUALITY & HUMAN RIGHTS

MHA's is committed to equal opportunities, and we will respond to the different needs and service requirements of individuals, and we will not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation.

10. DATA COLLECTION

MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

11. POLICY MONITORING & REVIEW

The Job Rotation Policy will be reviewed by the Governance Sub-Committee every three years or as otherwise deemed necessary.