REPORT TO: Policy and Resources Committee - 27 June 2011

REPORT ON: **Organisational Change - Redeployment Policy and Principles for Filling of Posts**

REPORT BY: **Head of Personnel**

REPORT NO: **306-2011**

1   **PURPOSE OF REPORT**

1.1   The purpose of the report is to seek approval to the proposed Redeployment Policy and Principles for Filling of Posts.

2   **RECOMMENDATION**

2.1   It is recommended the Committee approves the proposed Redeployment Policy (attached as Appendix 1) and the Principles for Filling Vacancies (attached as Appendix 2).

3   **FINANCIAL IMPLICATIONS**

3.1   Costs include cash conservation and retaining displaced employees in a department whilst redeployment is sought.

4   **MAIN TEXT**

4.1   The project team for the Changing for the Future project 'Workforce Management' recognised that during a time of organisational change structures will change and therefore the Principles for Filling of Posts have been developed.

         Furthermore it is acknowledged that as a result of organisational change employees may require to be redeployed and the proposed Redeployment Policy outlines a coordinated approach with clear roles and responsibilities.

5   **POLICY IMPLICATIONS**

5.1   This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, and Risk Management. An Equality Impact Assessment has been carried out and will be made available on the Council website http://www.dundeecity.gov.uk/equanddiv/equimpact/

         There are no major issues.

6   **CONSULTATIONS**

6.1   The Council Management Team and trade unions have been consulted on the issues raised in this report.

7   **BACKGROUND PAPERS**

7.1   None.

I M M Martin
Head of Personnel   7 June 2011

REDEPLOYMENT POLICY

1   INTRODUCTION

Dundee City Council acknowledges that during periods of organisational change employees may require to be redeployed and in these circumstances will endeavour to ensure employees are treated fairly and consistently. The Council is committed to matching the skills, experience and knowledge of employees to best meet both the employee's and organisation's requirements. Employees will be supported throughout the redeployment process.

2   SCOPE OF POLICY

With the exception of Chief Officials, this policy will apply to all permanent employees of the Council and teachers, where appropriate.

3   ROLES AND RESPONSIBILITIES

Employees have a responsibility to cooperate with this procedure and to communicate clearly with their manager at each stage of the procedure.

Line managers will ensure an employee who requires to be redeployed understands the policy; work with a Personnel Adviser to implement the redeployment procedure; and support an employee throughout the redeployment process.

Recruiting managers will ensure consideration is given to employees where they meet the person specification, conduct interviews and have clear and objective reasons if an employee is not suitable for a post.

Personnel will consider all vacancies which arise for redeployment in the first instance and manage the redeployment process in conjunction with all relevant parties.

Trade union representatives or work colleagues may accompany an employee at redeployment meetings.

REDEPLOYMENT PROCESS

1   INCLUSION IN THE SKILLS REGISTER

The Head of Department will notify the Head of Personnel as soon as it is known an employee requires to be redeployed, to allow the search for redeployment to commence immediately.

The employee's line manager will meet the employee and assist him/her to complete a Personal Profile detailing qualifications, skills and experience. The employee's details and the personal profile will be forwarded to the Personnel Department and included in the Skills Register.

2   EMPLOYEES REQUIRING REDEPLOYMENT ON MEDICAL GROUNDS

Where an employee requires to be redeployed on medical grounds he/she will be included in the Skills Register however will be managed in accordance with the Council's Policy on Retention and Redeployment (Medical Reasons) and Procedure for Managing Sickness Absence, where appropriate.

An employee redeployed on medical grounds into a lower graded post will receive the rate for the job. An employee requiring to be redeployed on medical grounds due to a disability may be matched to a post without competition.

3   IDENTIFYING REDEPLOYMENT OPPORTUNITIES

All temporary and permanent vacancies will be considered by the Personnel Department for employees in the Skills Register in the first instance.

Fixed term employees with 12 months or more service will have access to the above vacancies when they are advised that their fixed term contract will not be renewed. The employee is responsible for notifying the Personnel Department when they wish to be considered for a vacancy.

A Personnel Adviser will carry out a preliminary matching exercise against employees in the Skills Register.

A Personnel Adviser will look for redeployment opportunities, taking into consideration the grade of a post, job content and the employee's skills and experience. The employee must meet the essential criteria for the post. In certain circumstances, on the job training will be provided. An employee will not be redeployed into a higher graded post.

If the above preliminary matching exercise identifies a potential match, the Personnel Adviser will notify the appointing manager that a potential match exists.

When a redeployment opportunity is identified, a redeployment meeting is organised between the employee and the line manager. The Personnel Adviser may also attend. Where the post is suitable for more than one employee requiring redeployment (unless as a result of a disability) selection will be by means of competitive interview. This includes employees requiring redeployment as a result of organisational change, on medical grounds, or due to the expiry of a fixed term contract.

In certain circumstances, if a full skill match does not exist, the vacancy will be deemed suitable if it is agreed at the outset that a match would exist after a reasonable period of on-the-job (re)training. The training period will be agreed by the Personnel Adviser and appointing manager.

4 REDEPLOYMENT SELECTION INTERVIEW

A Personnel Adviser will organise a redeployment interview for the employee with the appointing manager. If appropriate, the Personnel Adviser may attend the interview.

In preparing for the redeployment interview, the appointing manager will be sent the employee's Personal Profile.

All interviews should be structured to ensure a fair interview is conducted.

The Appointing Manager will advise the Personnel Adviser of the outcome of the interview. Where only one employee is identified and attends for interview and is not deemed suitable, the Appointing Manager must give clear objective reasons for non appointment.

5 OFFER AND APPOINTMENT

The decision to appoint should be based upon whether, following the redeployment meeting, the employee can reasonably be expected to undertake the duties of the post to the required standard. An employee will be offered one 'suitable' redeployment position.

REDEPLOYMENT TO A TEMPORARY POSITION

Redeployment may be to a temporary or permanent post. Where the post is temporary, the employing department will commence the redeployment process at the end of the temporary period by advising the Head of Personnel for inclusion on the Skills Register.

Employees who require to be redeployed may be transferred, on a temporary basis, within or outwith the department to undertake duties whilst redeployment is being sought.

Where redeployment is not secured for an employee prior to his/her substantive post ceasing to exist, he/she will remain in the department and undertake suitable available work.

FIXED TERM EMPLOYEES

All fixed term employees with one year or more service prior to the expiry of their fixed term contract, will be advised where to access opportunities for Employees on the Skills Register, in order that they may express an interest and be considered should they meet the essential criteria.

CASH CONSERVATION

An employee requiring to be redeployed through organisational change will receive cash conservation in line with the Council's terms and conditions (based on contracted earnings).

Cash conservation is effective from the date the employee's substantive post ceases to exist, or from the date the employee is redeployed into a lower graded post, whichever is earliest.

The costs of any protection arrangements will be met on an on-going basis by the original employing department.

ORGANISATIONAL CHANGE - FILLING OF POSTS

The following procedure will apply in relation to employees and the filling of posts in a new structure. The process and details for each situation arising in the Council will be the subject of discussion with the trade unions.

• Where possible, employees will be matched into posts in a new structure.

• Employees should be grouped according to grade and job function (based on job description) so that those doing comparable work are considered together.

• Where an exact fit is found between posts and employees, in terms of numbers and relevant skills, employees will be matched to posts.

• Where more than one employee is a match, selection will be by means of competitive interview.

• Where an employee is a match for more than one post, it may be appropriate to seek preferences from employees.

• Where an employee does not secure a post of the same grade in a new structure and is matched/selected for a post at a lower grade he/she will receive cash conservation* (based on contractual earnings). Cash conservation* will be effective from the date an employee's substantive post ceases to exist, or from the date an employee is redeployed to a lower graded post, whichever is the earliest.

• Where a post remains unfilled in a new structure, employees requiring redeployment will be considered in the first instance.

• Where an employee does not secure a post in a new structure, the Head of the Department will advise the Head of Personnel in order to commence the redeployment process .

* Cash conservation in line with the Council's terms and conditions of service.