



West Lothian
Council

WORKFORCE MANAGEMENT POLICY AND PROCEDURE

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WORKFORCE MANAGEMENT

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SECTION 1

POLICY STATEMENT AND PRINCIPLES

1. POLICY STATEMENT

- 1.1 This policy and supporting principles underpin the council's approach to dealing with the employment implications of organisational change.
- 1.2 The council must be able to vary its structure(s) and the number and categories of people it employs in response to constantly changing service needs and priorities to maintain a balanced and effective workforce within the limits of resources available.
- 1.3 Where it is necessary to alter organisational structures, the council will endeavour to identify suitable alternative employment for those employees who become displaced as a consequence. Wherever practicable, the council will seek to manage any reductions in employee numbers through normal turnover and voluntary means.
- 1.4 Where it is not possible to offer suitable alternative employment opportunities, appropriate severance arrangements will apply.

2. SCOPE

- 2.1 This policy covers all council employees taking into account the terms of relevant National Schemes of Salaries and Conditions of Service where appropriate.

3. POLICY PRINCIPLES

- The council is committed to the principle of working with employees and trade unions in managing changes to its organisational structures and staffing requirements. The council will seek to achieve agreement to change through constructive and open dialogue.
- The council accepts that it has responsibilities to all employees to minimise uncertainty wherever possible and to maximise the choices and options available to employees when their jobs change or are removed from existing structures.
- The council will deal with the search for suitable alternative employment pro-actively and by offering support, counselling and advice as appropriate to employees seeking alternative employment either within or out-with the council.
- Employees who have become displaced will be expected to cooperate fully with the council in seeking to secure alternative employment through the redeployment process. In particular, employees will be expected to give reasonable consideration to any vacancies identified as potentially suitable and present themselves for priority interview where the opportunity is offered.

- The council will apply the Policy on the Application of Early Retirement and Severance wherever there is a clear business need. Offers of alternative employment will not be an enforced option where voluntary severance may offer a more satisfactory and effective solution. The feasibility of alternative employment will be assessed in individual cases and circumstances prior to appropriate severance arrangements being considered and implemented.
- An employee, who is dissatisfied with the manner that this policy has been applied to them, is entitled to have recourse to the council's [Grievance Procedure \(Non-Teaching\)](#) or [Grievance Procedure \(Teachers\)](#)

4. CONSULTATION AND COMMUNICATION

Consultation

4.1 The council will:

- consult with its employees and recognised trade unions at all stages of organisational change; this will include consultation at an early stage whenever any review or reorganisation is being proposed by the council;
- determine whether, based on the numbers of employees potentially affected by any review or reorganisation, statutory consultation and notification requirements are triggered. Where the proposals affect 20-99 employees, a minimum 30 day consultation period applies. Where the proposals affect 100 or more employees, a minimum 45 day consultation period applies.;
- ensure that timeous access is given to all relevant information to enable meaningful consultation to take place;
- explain the purpose and the implications of any proposed change to employees and trade unions;
- listen to what employees and the trade unions have to say and take their views fully into consideration.

4.2 In addition to complying with the protocols for collective consultation, the council must also follow a reasonable and fair procedure by ensuring that regular consultative meetings are held with affected employees. Care should be taken to ensure that employees who are absent from the workplace are included in the consultation process.

Communication

4.3 The council will:

- inform employees and trade unions of progress and intended timescales of any review/organisational change;
- review the progress of any change programme and ensure that employees and trade unions receive up to date information;
- inform employees and trade unions of any relevant issues that are likely to affect jobs and employment practices;
- inform employees and trade unions as soon as practicable of developing issues and plans that are likely to have a significant impact on jobs and/or service delivery.

5. SUPPORTING PROCEDURES

5.1 The policy principles will be implemented through the following procedures:

- Early Retiral and Severance (see Section 3);
- Transfer, Matching and Appointment (see Section 4);
- Redeployment Procedure (see Section 5).

SECTION 2

SUMMARY OF MANAGEMENT ROLES AND RESPONSIBILITIES

INTRODUCTION

The key roles and responsibilities of those involved in implementing the procedures contained in Sections 3, 4 and 5 are summarised below.

1. DEPUTE CHIEF EXECUTIVES

- 1.1 To ensure that appropriate mechanisms are put in place to support employees in their services who are affected by organisational change.
- 1.2 To put in place appropriate arrangements for consulting and communicating with employees and their trade union representatives during periods of organisational change within their Service.
- 1.3 To seek alternative employment for employees in their services who are displaced as a result of organisational change. This responsibility is retained until such time as the displaced employee is successfully employed in another post either within the existing service or within another service in the council, or leaves the employment of the council on severance or other terms.
- 1.4 To co-operate with other Depute Chief Executives as required in accommodating employees displaced from other council services.
- 1.5 To ensure that vacancies within their service are not filled until it is confirmed through HR Services that employees awaiting an offer of alternative employment cannot fill them.
- 1.6 To ensure that any proposed cases of early retiral and severance are supported by a clear business case in accordance with the council's Policy on the Application of Early Retiral and Severance.

2. HEAD OF CORPORATE SERVICES

- 2.1 To undertake a council-wide, co-ordinating role where the search for suitable alternative employment requires to be extended beyond individual Service boundaries.
- 2.2 To monitor and evaluate the effectiveness of career counselling and support where such services are provided by approved external agencies.
- 2.3 To ensure that HR Services monitor all vacancies and vacancies are held pending consideration of any employees awaiting an offer of alternative employment.
- 2.4 To maintain and regularly circulate through HR Services, details of employees seeking alternative employment.

- 2.5 To ensure that, through HR Services, line managers are advised appropriately on the application of fair assessment criteria in matching displaced employees to suitable vacancies.
- 2.6 To ensure that, through HR Services, the application of any agreed council policy on selection for severance is applied fairly and consistently.

3. LINE MANAGERS

- 3.1 To ensure that employees are supported during periods of organisational change.
- 3.2 To assist and co-operate as necessary with other managers, either within or outwith their Service, and with HR Services in securing suitable alternative employment for employees displaced as a consequence organisational. This may involve participating in assessment/matching panels both within and outwith their own Service area as necessary.
- 3.3 To ensure that there are regular (at least monthly) reviews of progress with displaced employees during the search for suitable alternative employment.
- 3.4 To liaise with HR Services in arranging for the provision of professional career counselling and support from appropriate external agencies as necessary.

4. HR SERVICES

- 4.1 To co-ordinate the search and placement of employees awaiting alternative employment.
- 4.2 To monitor vacancies across the council that might be suitable for employees seeking alternative employment.
- 4.3 To advise line managers on the application of fair assessment criteria in matching displaced employees to suitable vacancies.
- 4.4 To advise line managers in accessing professional career counselling and support for displaced employees as necessary.
- 4.5 To co-ordinate and administer severance procedures and processes across council services.

SECTION 3

EARLY RETIRAL AND SEVERANCE

1. INTRODUCTION

The council's [Policy on Applying Discretionary Pension Provisions](#) (Part 2 – Early Retirement & Voluntary Severance) will apply as appropriate at any stage of the change process. This Policy will be applied on the basis of establishing a clear business case where early retiral/severance may be the realistic solution in given circumstances.

2. POLICY PRINCIPLES

The council's [Policy on Applying Discretionary Pension Provisions](#) is based on the following principles:

- decisions on early retirement/severance will be taken with a full understanding of the true costs;
- decisions on early retirement/severance will be based on business/service needs and the need for the council to maintain a balanced workforce;
- early retirement/severance (with or without any permitted enhancements) will only be implemented where there is a demonstrable benefit to the council;
- the application of early retirement/severance will be implemented through fair and effective procedures supported by reliable management information;
- wherever possible, viable and sustainable alternatives to early retiral/severance will be examined and implemented.

3. USE OF EARLY RETIRAL AND SEVERANCE ARRANGEMENTS

- 3.1 The use of these measures will depend on the circumstances of each situation. Depute Chief Executives have a key role to play in ensuring that a clear business case exists in all proposals for early retiral/severance and that any service implications are identified.
- 3.2 The application of early retiral/severance measures is at the discretion of the council. The Chief Executive, in consultation with the Leader of the council, will consider all proposals for early retiral/severance.
- 3.3 The option to consider early retiral/severance measures exists at all stages of the change process. The first consideration will be for the council to try to identify suitable alternative employment for displaced employees, however if suitable alternative employment cannot be identified voluntary severance or

early retirement may be an alternative option. The implementation of these measures is always at the discretion of the council and will depend on the validity of the business case being made.

SECTION 4

TRANSFER, MATCHING AND APPOINTMENT

1. INTRODUCTION

- 1.1 This procedure will apply where a service restructure requires employees to move from an existing structure to posts in a new structure. The processes involved will normally include transfer, matching and assessment or appointment to posts through an internal recruitment process where transfer, matching and assessment are not appropriate. The process is outlined in the Service Restructure Process Overview at Appendix 1 and the accompanying Mock Restructure Process Scenario at Appendix 2.
- 1.2 The transfer of teaching staff to alternative teaching posts will be implemented in accordance with the terms of the [Compulsory Transfer of Teachers Policy](#).

2. ESTABLISHING POOLS FOR TRANSFER AND MATCHING

- 2.1 Where an existing structure is being replaced by a new structure, managers should compare the job outlines of posts in the new structure with those of posts in the existing structure.
- 2.2 The aim of the exercise is to identify those posts in the existing structure that are at the nearest equivalent level to posts in the new structure. This is so that employees in these posts can be placed in appropriate pools to allow decisions on transfer and matching and assessment to be made.
- 2.3 The establishment of pools should be carried out in consultation with the trade unions using a 'top-down' approach, i.e. working from the highest level post down to the next highest and so on. As part of that process the status of fixed term contracts will be considered on a case by case basis to determine whether they are to be included in the pools or whether there is objective justification for their exclusion.
- 2.4 In identifying the posts that should be included in the pools at the appropriate levels, the substantive grades of the posts, **excluding** any temporary higher duty or secondment arrangements, will be the main indicator but will not be the sole determinant. Other indicators to be considered are:
 - responsibility for other employees;
 - level of decision-making;
 - level of supervision received;
 - any other factors materially relevant to the posts concerned.
- 2.5 Once placed into the appropriate pools, individual employees and their trade union representatives will be consulted on any transfer and matching proposals.

3. TRANSFER OF POSTS TO NEW STRUCTURE

- 3.1 Employees who occupy posts that remain essentially unaffected by a restructuring in terms of duties and role will transfer directly to the new structure in those posts.

4. MATCHING TO NEW POSTS

- 4.1 Where the duties of a post in the new structure differ marginally to those of a post in the existing structure but, nevertheless, equate in all essential elements, the post holder will be matched into the new post provided that there are no other employees in the pool who are considered to be a match.
- 4.2 It is unlikely that a match can be established if less than 75% of the essential elements of the employee's existing job outline equate with those contained in the job outline of the post in the new structure.
- 4.3 Where it has not been possible to match an employee directly into a post because more than one employee is a potential match for that post, a ring-fenced interview and assessment process will be conducted to determine who should be appointed to the post in question. Any employees on the redeployment list who meet the essential criteria for a post will also be included in the ring-fenced interview and assessment process.

Ring-fenced Appointment

- 4.4 The key element of the ring-fenced appointment process will be a face-to-face interview supplemented by the use of other approved forms of assessment and selection techniques as appropriate.
- 4.5 Interview and assessment, other than for posts of Head of Service and above, will normally be conducted by a panel chaired by the Manager of the restructured Service and will include a representative from HR Services in an advisory capacity and any other specialist or technical officer(s) as necessary. In the case of Heads of Service and above, the council's procedure for the appointment of senior officers will apply.
- 4.6 During the course of the ring-fenced appointment process, a nominated representative from the Joint Trade Union Side will be kept fully apprised of the decision – making process and the basis on which appointment outcomes have been reached.
- 4.7 Employees will complete a [Skills and Experience Profile](#) which will include details of the skills, competencies, qualifications and experience (including any current or previous acting-up experience) in advance of the interview. A copy of the Skills and Experience Profile is provided in Appendix 3.
- 4.8 Line managers will ensure that appropriate advice and support is made available to assist employees in completing a Skills and Experience Profile and preparing for interview and assessment.

- 4.9 The panel should ensure that full consideration is given to all aspects of the employee's past skills and experience with the council and should be mindful that the aim of the process is to determine, taking all relevant factors into account, who best fits the requirements of the post.

5. EMPLOYEES NOT MATCHED OR APPOINTED FOLLOWING RING-FENCED INTERVIEWS

- 5.1 Where an employee cannot be matched or is not appointed to a post following a ring-fenced interview process they will be placed on the redeployment list and a council wide search for suitable alternative employment will be undertaken during the restructure process. Where suitable alternative employment is not found during the restructure process, the employee will be formally displaced with effect from the implementation date of the new structure and a search for suitable alternative employment undertaken in line with the provisions of Section 5, 'Redeployment Procedure'.
- 5.2 Employees on the redeployment list will be entitled to priority interviews (where they meet the essential criteria for the post) for any vacancies that remain unfilled at the same or lower tiers in the new structure once the transfer and matching process has been completed in respect of other employees at those tiers.

6. APPOINTMENT TO POSTS THROUGH INTERNAL RECRUITMENT PROCESS

- 6.1 Appointment to posts in the new structure will be made through the council's internal recruitment procedures and advertised council wide where:
- a) matching is inappropriate because the essential elements of the posts in the new structure differ significantly from those of the posts in the existing structure; and/or,
 - b) where the post is of such a senior level that the council's procedures and/or standing orders require appointment to the post to be made through the council's procedure for the appointment of senior officers.
- 6.2 Prior to advertising any new posts, consideration will be given to whether any employees on the redeployment list meet the criteria for priority interview.
- 6.3 In the case of an employee who has a disability, consideration will be given to the possibility of making such reasonable adjustments to or relaxing particular requirements of the post in the structure that might otherwise affect the employee's ability to meet the person specification.

SECTION 5

REDEPLOYMENT PROCEDURE

1. PURPOSE AND APPLICATION

- 1.1 The purpose of this procedure is to provide a means of identifying wherever possible, suitable alternative employment for employees who have been displaced from their jobs as a consequence of:
- a) the outcome of the transfer, matching and appointment process referred to in Section 4 of this procedure, or
 - b) the discontinuation of a discrete service function, or
 - c) the need to reduce numbers of employees in one or more service areas.
- 1.2 This procedure will apply to displaced teaching staff who are considered for redeployment to posts that are not covered by the terms of the National Scheme of Salaries and Conditions of Service for Teachers and Associated Professionals (SNCT). Teaching staff who are transferred or redeployed to alternative posts covered by SNCT Conditions of Service will be subject to the provisions of that scheme.

2. DISPLACED EMPLOYEES

- 2.1 A displaced employee will continue to be employed in an agreed capacity for a period of up to 9 months from the implementation date of the new structure whilst a search for suitable alternative employment is undertaken. During the 9 month period, the employee will retain the contractual terms and conditions of their original post. The employee should be prepared to undertake work commensurate with the level of remuneration being retained. This may involve working at other locations and /or undertaking different types of work but within the scope of the employee's general capabilities, skills and experience. Consideration should be given to the employee's personal circumstances.

3. IDENTIFICATION OF SUITABLE ALTERNATIVE EMPLOYMENT

- 3.1 A search for suitable alternative employment will be undertaken simultaneously both within the original employing service and across the council. This will include issuing copies of the council's vacancy bulletins to the employee concerned to ensure that he/she is kept aware of any suitable vacancies that arise.
- 3.2 The service will also undertake regular (at least monthly) reviews with the employee concerned to ensure that he/she is kept informed of any developments or progress in the search for suitable alternative employment. A named person will be identified to keep in touch with the employee.
- 3.3. In determining whether a vacant post constitutes suitable alternative employment, an initial comparison will be made of the employee's skills and

competencies against the requirements set out in the person specification for the vacant post. To facilitate this comparison, the employee will complete a Skills and Experience Profile (Appendix 3).

- 3.4 A vacancy will be considered to be potentially suitable where the comparison between the profile and the person specification indicates that the employee either fully meets the minimum criteria for the post or could be expected to do so after a reasonable period of appropriate training. Wherever possible, an attempt will be made to identify a vacancy at a grade no lower than the grade of the post from which the employee has been displaced. However this will not preclude consideration of a post at a lower grade, if in all other respects both the council and the employee are satisfied that it constitutes suitable and acceptable alternative employment in the circumstances.
- 3.5 A “reasonable period of training” means training that would enable the employee to become fully effective in the post within a period of time that would not cause the Service undue operational difficulties. In this regard, where it is considered that an employee has a reasonable prospect of successful redeployment to the new post and this is supported by a clear business case, the period of retraining may be extended up to a maximum of 12 months.
- 3.6 A temporary post may constitute suitable alternative employment where an employee chooses to accept such a post. If however, the temporary contract is not extended or the employee is unsuccessful in securing another post before the end of the contract, the employee will be served with the appropriate notice of termination of employment and will receive severance compensation on termination.

4. MONITORING OF COUNCIL-WIDE VACANCIES

- 4.1 When a vacancy becomes available for filling in any Service area, the Depute Chief Executive of that Service must consider in the first instance, the possibility of recruitment from those employees whose details are held on the redeployment list.
- 4.2 HR Services will ensure that vacancy advertising requests are not actioned unless the appropriate Depute Chief Executive has confirmed in writing that there are no potentially suitable candidates on the central database who could be considered for filling the vacancy.
- 4.3 Where either a Depute Chief Executive or HR Services identifies a vacancy that could be potentially suitable for a displaced employee, the arrangements for priority interviewing set out in paragraph 5 below will apply.

5. PRIORITY INTERVIEW

- 5.1 Where an initial comparison indicates that a potential match exists and the grade of the vacant post is the same or lower than that of the post from which the employee has been displaced, the employee will be given a priority interview. In these circumstances, the employee will only be in competition

with other employees seeking alternative employment who also potentially match the requirements of the vacant post(s) concerned.

- 5.2 In the case of an employee who has a disability, consideration will be given to the possibility of making such reasonable adjustments to or relaxing particular requirements of the vacant post that might otherwise affect the employee's ability to meet the person specification.
- 5.3 A priority interview will normally be conducted by a panel consisting of at least two officers, chaired by the manager of the service area in which the vacant post is located. A representative from the HR Service will advise the panel.
- 5.4 The purpose of the priority interview is to:
 - a) confirm that an employee either fully meets the minimum criteria for the vacant post or could be expected to do so after a reasonable period of training (as defined in paragraph 3.5 above); and
 - b) give the employee the opportunity to assess whether or not the post constitutes suitable alternative employment.
- 5.5 Where an employee is unsuccessful following a priority interview, the chair of the interview panel will provide the Head of Corporate Services with written reasons relating to the person specification and the job outline of the vacant post, as to why the employee has not been offered the post.
- 5.6 In the event that the written reasons are not considered to justify the rejection of the employee, the Chief Executive may, in these circumstances, require that the employee be offered the post.

6. GUARANTEED INTERVIEW

If an employee indicates to the council's HR Service that they wish to apply for a higher graded post as advertised in the council's vacancy bulletin, provided that the employee meets the minimum criteria set for the post, a guaranteed interview will be offered. In keeping with the council's commitment to equal opportunities, the employee will need to compete with any other short-listed candidate(s) through the council's normal recruitment and selection procedures.

7. OFFER OF SUITABLE ALTERNATIVE EMPLOYMENT

- 7.1 An employee who demonstrates at a priority interview that he/she fully meets the minimum criteria for the vacant post, or would be likely to do so after a reasonable period of training, will be offered the post subject to successful completion of a 4 week trial period. The trial period enables the employee to assess whether or not the post is suitable and also enables the prospective employing service to assess the suitability of the employee. The trial period may be extended beyond 4 weeks, by agreement, for the purposes of re-training only (except in the case of absence during the trial period). This will be particularly appropriate in the circumstances described at Paragraph 3.5 in relation to an extended period of retraining.

Successful Trial Period

- 7.2 Successful completion of a trial period means that both the employee and the council are satisfied that the employee's formal appointment to the post should be confirmed.

Unsuccessful Trial Period

- 7.3 Where it is reasonable for the service to conclude that an employee has not met the required performance standards during or by the end of a trial period, the employee will not be appointed to the post. In these circumstances, the employee will continue to be employed in an agreed capacity for the remainder of the 9 month search period during which the search for suitable alternative employment will continue.

Rejection of Offer

- 7.4 There is no limit to the number of potential vacancies that an employee may be offered during the search for alternative employment. However, if an employee rejects an offer there is no guarantee that a further vacancy may become available during the remainder of the search period.
- 7.5 Where an employee either before, during or after the trial period unreasonably rejects an offer of suitable alternative employment, the employee's contract of employment will come to an end and the employee will not be entitled to receive redundancy or pension benefits. In determining whether or not an employee's rejection is reasonable in the circumstances, all relevant factors, including the employee's personal circumstances will be taken fully into account.

8. SALARY PROTECTION

- 8.1 Salary protection applies in the following circumstances:
- a) where a displaced employee accepts an offer of suitable alternative employment in a lower graded post;
 - b) where an organisational restructuring results in the basic grade of an employee's post being evaluated at a lower level.
- 8.2 Where salary protection applies, it will apply for 12 months from the date of formal displacement on implementation on the new structure.
- 8.3 At the end of the 12 month period, the salary and contractual terms and conditions will revert to those of the new post.

9. FAILURE TO IDENTIFY SUITABLE ALTERNATIVE EMPLOYMENT

- 9.1 If by the end of the 9 month search period following an employee's formal displacement, it has not been possible to identify suitable alternative

employment, the employee will be given notice of dismissal in accordance with the requirements of his/her contract of employment and appropriate severance arrangements will apply.

- 9.2 The search for alternative employment will continue during the notice period; however there is no guarantee that a further vacancy may become available before the end of the notice period.

10. COUNSELLING AND SUPPORT MEASURES

- 10.1 HR Services will assist line managers to access and co-ordinate the provision of career counselling and support for displaced employees as necessary.
- 10.2 The focus will be on providing support to employees whilst they come to terms with the need to make a job/career transition. Guidance in evaluating job/career opportunities out with the council will be provided as appropriate.
- 10.3 The assistance will be provided in a flexible way, tailored to meet the individual needs of employees at all levels of the organisation. Assistance may range from one-to-one counselling through to group workshops depending on the numbers involved and the nature of the support required.
- 10.4 Assistance will be given in identifying transferable skills and establishing training and development needs. Practical guidance in completing Skills and Experience Profiles, advice on completing application forms, designing CV's, basic interview techniques, career-planning etc. will be available.
- 10.5 Where the numbers of employees requiring support are significant, it may be necessary for a council-wide support team to be formed.
- 10.6 Where established, the council-wide support team will co-ordinate the efforts of external agencies and HR Services as appropriate to ensure that all practicable measures are taken to identify potential suitable alternative employment.
- 10.7 The Head of Corporate Services will monitor and evaluate the effectiveness of any career counselling and support provided by approved external agencies engaged by the council.

11. BUDGETARY MEASURES

- 11.1 Where an employee is offered alternative employment in another service, the current employing service will retain responsibility for paying the employee including the cost of any retraining until the appointment is formally confirmed following satisfactory completion of the trial period.
- 11.2 Where alternative employment involves relocation and the employee is entitled to a period of excess travelling expenses in accordance with the provisions of the appropriate National Joint Scheme of Pay and Conditions of Service, the former employing Service will bear the cost unless it is agreed that the cost be shared on an equal basis between the Services concerned.

For teaching staff, reference will be made to the provisions of the SNCT conditions of service.

12. REVIEW

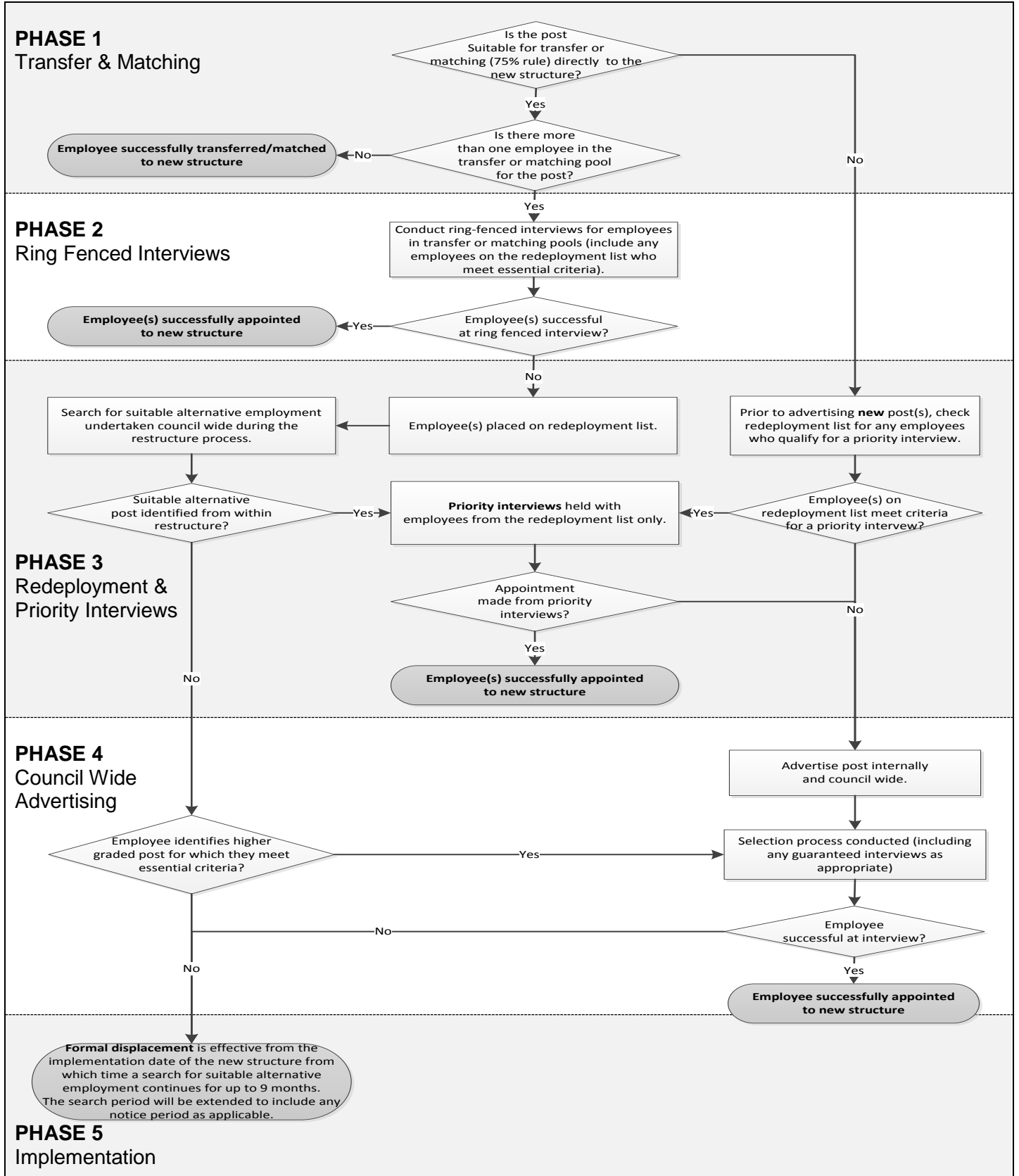
- 12.1 This policy and procedure will be reviewed as required in consultation with the recognised trade unions and at least once every 5 years.

SERVICE RESTRUCTURE PROCESS OVERVIEW

The process set out below reflects the content of the council’s Workforce Management Policy and Procedure and should be followed at each level, working from top down, when a service is being restructured.

As part of the process, the recognised Trade Unions should be consulted on the proposed new structure, the posts identified in the restructuring process and the appropriate pools for transfer and matching.

Appointment to posts will be excluded from this process where posts are of such a senior level that the council’s procedures and/or standing orders require appointment to the post to be made through the council’s procedure for the appointment of senior officers.



MOCK RESTRUCTURE

PROCESS SCENARIO

STRUCTURE LEVEL 1

One Senior Officer Vacancy

Open recruitment process applies in accordance with Section 4(5b) of Workforce Management Policy & Procedure (council Standing Orders)

Outcome: T. MacDonald successfully appointed

STRUCTURE LEVEL 2

Three Senior Advisers currently in post – H. Thompson, I. Jones, C. White

New structure has only 2 Senior Adviser level posts.

Phase 1 – Transfer & Matching

Matching Process applies in accordance with Sections 2 and 4 of the Workforce Management Policy & Procedure

Matching Pool - All 3 current post-holders are a potential match and therefore qualify for ring-fenced interviews for the two posts along with any other displaced employee on the corporate redeployment list that meets the essential criteria (on this occasion no-one).

Phase 2 – Ring-Fenced Interviews

H. Thompson & I. Jones successfully appointed.

C. White is unsuccessful.

Phase 3 – Redeployment & Priority Interviews

C. White is placed on redeployment list. A search for suitable alternative employment begins council wide including any suitable vacancies in the ongoing restructure.

New Post of Senior Policy Officer Created in Revised Structure - **Open recruitment process** applies in accordance with Section 4(5a) of Workforce Management Policy & Procedure subject to firstly considering any employees currently on the redeployment who meet the essential criteria and qualify for a Priority Interview.

C. White meets the criteria for a priority interview but is unsuccessful.

Phase 4 – Council Wide Advertising

New Post is advertised council wide and G. Neill (current Adviser at level 3) is appointed.

STRUCTURE LEVEL 3

Four Advisers currently in post – C. Watson, K. Wilson, M. McKay, J. Robertson

New structure has only 3 Adviser level posts.

Phase 1 – Transfer & Matching

Matching Process applies in accordance with Sections 2 and 4 of the Workforce Management Policy & Procedure.

Matching Pool - All 4 current post-holders are a potential match and therefore qualify for ring-fenced interviews for the three posts along with any other displaced employee on the corporate redeployment list that meet the essential criteria.

C White is on the redeployment register having been displaced in the current restructure process (at level 2) and meets the essential criteria and is therefore included in the ring-fenced interview pool of 5 candidates. *

* C White's inclusion in the ring-fenced interview pool offers the opportunity to compete for suitable alternative employment at a stage of the redeployment process before priority interviews would normally be considered.

Phase 2 – Ring-Fenced Interviews

C. Watson, M. McKay & C. White successfully appointed.

K. Wilson & J. Robertson unsuccessful.

Phase 3 – Redeployment & Priority Interviews

K. Wilson & J Robertson placed on redeployment list and a search for suitable alternative employment begins council wide including any suitable vacancies in the ongoing restructure.

New Post of Project Officer Created in Revised Structure - **Open recruitment process** applies in accordance with Section 4(5a) of Workforce Management Policy & Procedure subject to firstly considering any employees currently on the redeployment who meet the essential criteria and qualify for a Priority Interview.

J. Robertson (displaced at this level) is granted a priority interview and is appointed.

STRUCTURE LEVEL 4

Two Assistants currently in post – E. Parks, S. Hall

New structure has 2 assistant posts.

Phase 1 – Transfer & Matching

Transfer Process applies as new structure has 2 posts of Assistant with identical duties and grade which constitutes a transfer for the 2 current post-holders in accordance with Section 4(3) of the Workforce Management Policy and Procedure.

STRUCTURE LEVEL 5

Three Admin Assistants currently in post – N. Sullivan, G. Templar, D. Livingstone

New structure has only 2 posts of Admin Assistant.

Phase 1 – Transfer & Matching

Matching Process applies in accordance with Sections 2 and 4 of the Workforce Management Policy & Procedure.

Matching Pool - All 3 current post-holders are a potential match and therefore qualify for ring-fenced interviews for the two posts along with any other displaced employee on the corporate redeployment list that meets the essential criteria.

T. Smith on the redeployment list (formally displaced as a result of a separate restructure) meets the essential criteria and is therefore included in the ring-fenced interview pool of 4 candidates.

Phase 2 – Ring-Fenced Interviews

N. Sullivan & T. Smith successfully appointed.

G. Templar & D. Livingston unsuccessful.

Phase 3 – Redeployment & Priority Interviews

G. Templar & D Livingston placed on redeployment list and a search for suitable alternative employment begins council wide including any suitable vacancies in the ongoing restructure.

END OF RESTRUCTURE PROCESS

K. Wilson (not matched/appointed at level 3), G. Templar and D. Livingston (not matched/appointed at level 5) are now formally displaced and a 9 month search period for suitable alternative employment begins effective from the implementation date of the new structure.

Redeployment – Skills and Experience Profile

The information in this form will be used to help identify which council posts may be considered suitable alternative employment for you, based on your skills, abilities and experience. It is therefore important that you provide as much information as possible.

To ensure that you have supplied all relevant information this form should be completed in conjunction with your line manager.

Personal Information

First Name:	Surname:
Home Address:	Personal Telephone Number: Personal Email Address:

Current Post Details

Job Title:	Service Area:		
Grade of Post			
Work Location:	Work Telephone Number:		
Are you (Please tick as appropriate)	Full Time	Part Time	Sessional
If you are not full time, how many hours do you work			
If you have a particular work pattern – Please give details (e.g. morning only)			
Do you receive any allowances (Please tick as appropriate)	YES (if yes please give details below)	No	
Allowances			

General Information

Current Duties (Describe your main duties and responsibilities. Include any responsibilities for employees/finance/resources. You may wish to attach your job description)

Experience, Skills & Knowledge (Please provide information in relation to your particular skills, experience and knowledge. This should include skills and knowledge gained through employment, voluntary work and any other relevant activities you may have undertaken).

Personal Circumstances

	YES	NO
Do you have a driving licence		
Can you work anywhere within West Lothian		
If no, please provide further information		
Have you been subject to a PVG check		
Are you prepared to vary your working hours/pattern		
If yes, what is the maximum/minimum number of hours you can work		
Are there any working patterns that you cannot work – shifts/weekend working etc		

Medical Redeployment (only)

Outline the implications that your medical condition has on your suitability for posts as advised in your most recent Occupational Health report (e.g. unable to bend, lift, stand for long periods. What if any adjustments would be required in the post?)
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Additional Information (any other information that you think may be relevant)

Employee Signature	Date
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