

[SERVICE RESTRUCTURE] PROJECT

APPOINTMENT AND SELECTION PROCESS [MONTH & YEAR]

1. INTRODUCTION

- 1.1 The Protocol is agreed between the East Herts and UNISON, in line with the Council's agreed consultation process, and will apply for the whole of the transitional period until [date].
- 1.2 This protocol seeks to ensure that a fair and transparent process is followed in the appointment and assimilation of staff from the roles they currently hold to the (proposed) [name of service] structure.
- 1.3 The underlying principle is that by working together and through a combination of 'slotting in', 'ring fencing', 'open competition' processes, individual needs and preferences wherever possible and appropriate, all existing employees will be appointed to posts in the proposed structure.
- 1.4 In all cases the Council will follow the principle that the employees appointed to the new structure will be those that have the most appropriate combination of knowledge, skills and experience to make an effective contribution.
- 1.5 If it is necessary to redeploy an employee into a lower graded job, the employee's basic pay will be protected as set out in the Council's redeployment policy. If employees are offered lower graded jobs in the new structure or elsewhere in the organisation it will be for the employee to decide whether or not to accept the post. However, if an employee chooses to apply for a lower graded post and is offered it, this protection will not apply.
- 1.6 Voluntary redundancy may be available:
 - If you are part of a ring fence in an area where there is significant pressure for available posts such that individuals within that ring fence may ultimately be declared 'at risk' of redundancy; and
 - If your release presents no specific problems for continuity of services;
 - If your release presents no specific problems in relation to the need to retain an appropriate balance of skills and experience in

the new structure;

- In the context of all of the above, your release is affordable for the Service and the Council.

If you are interested you will be provided with an estimate of the redundancy payment that will be payable on receipt of a written request. If you are:

- Aged 55 or over, you will also receive an estimate for any retirement benefits as appropriate

Applications for voluntary redundancy will only be approved if it is considered to be in the Council's interest. There will be no right of appeal against a decision not to grant an application for voluntary redundancy.

- 1.7 The intention is to avoid making employees compulsorily redundant. Where existing employees do not find suitable posts within the (proposed) [name of service] structure through the processes referred to in this document, all parties will continue to work together to seek alternative work, firstly within the [name of service] and subsequently across the authority in accordance with East Herts Redundancy and Redeployment policies.

2. THE APPOINTMENT PROCESS

- 2.1 Posts in the new (proposed) [name of service] structure will be matched to the most appropriate level and filled, either by slotting in, ring fenced interviews or open competition by the Appointment Group as detailed in paragraphs 4, 5 and 6 below.
- 2.2 If the jobs in the new structure are significantly different to the jobs in the old structure, such that it cannot be assumed that all existing staff will have the necessary knowledge, skills and experience to do the new jobs, there will be a selection process. This will be by ring fenced interviews or open competition.
- 2.3 The role of the Appointment Group will be to decide the nominated levels of posts and whether the process will be slotting in, ring fenced or open competition. The Appointment Group will comprise:
- The Director/Head of Service**

- The [Senior Managers (if applicable)]
- HR Representative, acting in an advisory capacity to ensure consistency

**The exception to the above will be in the appointment of the [insert exception], where the [insert job title] will allocate the posts, with an HR Representative advising.

- 2.3 The selection and appointment of employees will usually be conducted in 'top down' order of the new [name of service] organisational structure where this is practicable.
- 2.4 Provisionally the '**nominated levels**' in rank order are
- Level 1 – [Generic Title i.e. Manager]
 - Level 2 – [Generic Title i.e. Assistant Manager]
 - Level 3 – [Generic Title i.e. Senior Officer]
 - Level 4 – [Generic Title i.e. Officer]
 - Level 5 – [Generic Title i.e. Assistant]
- 2.5 If appropriate a review of each ranked level will be undertaken to identify the number of positions in the new organisations structure compared with the number of existing employees that have been allocated to it (see paragraph 3 below).
- 2.6 A decision will be made as to whether the appointment processes to be followed will be slotting in, ring fenced interviews or open competition (see paragraphs 4, 5 and 6 below).
- 2.7 Appropriate advice and support will be provided throughout the process by the HR Team to both employees and management as needed.

3 ALLOCATION OF POSTS TO LEVELS

- 3.1 The allocation of posts process is optional and may only be of relevant to large restructures with a number of similar posts at each level.
- 3.2 The allocation of existing posts to a level within the new organisational structure will be undertaken by the Appointment Group.

- 3.2 There will be a direct correlation between the level that a post has been allocated too and the subsequent level that the incumbent post holder/s are allocated too.
- 3.3 UNISON will be advised on the allocation of existing posts.
- 3.4 All affected employees will be informed of the level to which they have been allocated and the posts in the new organisational structure that have been deemed to fall within that same level. Employees will be asked to confirm in writing which post(s) they wish to be considered for in their allocated level and what hours of work they would prefer (this is to ensure management take into consideration any requests in change of hours as part of the restructure). Voluntary redundancy requests may also be made at this stage.
- 3.5 Employees will have the right to discuss the level they have been allocated with the Appointment Group.

4. SLOTTING IN PROCESS

- 4.1 Slotting in will occur where either:

- The number of posts in terms of current role and relative salary within a nominated level are either the same or more than the number of existing postholders that have been allocated to that level.

Or

- The similar post contains significant elements of the old post
- The similar post does not involve a substantial change in grade
- There is no other employee who could reasonably claim to be slotted into the same post

- 4.2 Where there are more eligible post holders than similar posts slotting cannot apply. In these circumstances the available posts will be ring fenced and there will be a competitive selection process. Only eligible existing post holders will be able to apply. See section 5 for more details.

- 4.3 The Appointment Group will compare the existing job descriptions with the new job descriptions when considering whether slotting in is possible. Both the job description and person specification will be referred to in this process. Where current job descriptions and person specifications are 'out of date' then the knowledge of the job role and scope that is the reality of the post holder will be used. Management or employee knowledge of the role may be requested.
- 4.4 Consideration will be given to employees stated preferences by the Appointment Group when slotting employees into individual posts. Consideration will also be given to any preference in working hours employees may have submitted as part of the allocation of levels to post process or as part of the consultation process.
- 4.5 The employee and trade union representative will be advised of the employee's nominated post in the new organisational structure. The employee will receive confirmation in writing and be required to declare their intention to either accept or decline the post within 10 working days.
- 4.6 In the first instance, employees will only be considered for their nominated post.
- 4.7 Those accepting their nominated post will receive confirmation in writing following the hearing of any appeals.
- 4.8 For employees not accepting slotting in to a nominated post, consideration will be given to the next steps and advice will be given to the employee on the implications (see paragraph 7 for more details).
- 4.9 Once the outcome of action in paragraph 4.5 is known, the Appointment Group will reconvene if necessary to identify any vacancies that have not been filled by slotting in and therefore can be opened up to staff via a competitive selection process (ring fenced interviews or open competition).
- 4.10 Employees will have the right to appeal in accordance with the Appeal Policy if they believe they should have been slotted in/ring fenced for a post.

5. RING FENCED PROCESS

Essential Reference Paper E

Redundancy Policy (6.3) – Appendix B

- 5.1 The ring fenced process will be apply where there are more eligible post holders than similar posts or where the Appointment Group have defined the role to be ring fenced. Eligible post holders are defined as their current role includes elements of the new role and is similar in grade and level.
- 5.2 Ring fenced interviews will usually be carried out in a top down order, where this is practicable.
- 5.3 A competitive selection process can include an interview or an interview and management selection process and will be carried out by the Appointment Group. See appendix C of the Redundancy Policy for the template Management Selection Matrix. Trade Unions will be consulted about the process and their views taken into consideration
- 5.4 Management selection criteria will be completed by two members of the Appointment Group separately and scores will be added up and divided by two.
- 5.5 The Appointment Group will use agreed management selection criteria based on the person specification of the new roles. The PDRs for the previous two years full reviews will be used to support this process as well as the interview, absence record and disciplinary record. The following criteria will be considered:
 - Knowledge/Skills/Qualifications/Competencies
 - Work Experience/Training
 - Work performance
 - Attendance record
 - Disciplinary recordIndividuals will be informed of their own individual analysis record (management selection criteria) on request.
- 5.6 The employee will receive confirmation of the selection process in writing. Those being offered a role will be required to declare their intention to either accept or decline the post within 10 working days.

- 5.7 Employees will have the right to appeal in accordance with the Appeal Policy if they believe they should have been slotted in/ring fenced for a post.
- 5.8 If any posts then remain unfilled at this stage then the post will be filled through open competition.

6.0 OPEN COMPETITION PROCESS

- 6.1 This process will be used where posts have not been filled through slotting in and ring fenced interviews. This process will also be used for new posts that do not currently exist in the structure.
- 6.2 These posts will be open to all staff at risk and on the redeployment list.
- 6.3 Employees will be asked to complete an application form to confirm their skills and experience and expressions of interest in any of the post/s, for which they wish to be considered.
- 6.4 The Appointment Group will follow the competitive selection process as outlined in paragraphs 5.5 to 5.9.
- 6.5 Employees will be informed of the outcome of the process in writing. Successful employees will be required to declare their intention to either accept or decline the post within 10 working days.
- 6.6 If an employee's decision is not to accept the offer of post, advice will be given on the implications for the individual (see section 7).
- 6.7 If still no appointment is made, the post will be advertised internally (including within the partner councils) and externally if appropriate.

7.0 DECLINING OFFERS OF EMPLOYMENT

- 7.1 If an employee decides not to accept an offer at either the slotting in, ring-fenced, open competition stages, no alternative post is available or a suitable alternative post has been declined then this will be confirmed in writing and a meeting will be convened between the

Essential Reference Paper E

Redundancy Policy (6.3) – Appendix B
employee, **Director/Head of Service/[Job Title] and HR Representative. The employee may be accompanied by a Trade Union Representative or work colleague if they wish. The purpose of the meeting will be to discuss the redeployment opportunities available and to inform the employee that dismissal on the grounds of redundancy will be issued and to give the employee the right of appeal.

- 7.2 HR will write separately to employees under notice of redundancy setting out redundancy entitlements including time off to seek alternative employment, career advice and redundancy payments.
- 7.3 All employees that are not appointed into a new role will automatically be put on the Council's redeployment list in accordance with the Redeployment policy.
- 7.4 Any refusal of a suitable alternative post will remove any right to a redundancy payment.
- 8.0 These guidelines should be used in conjunction with the Council's Redundancy and Redeployment Policies.**