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Organisational Change

(Restructuring, Redeployment and Redundancy)

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1 Overview

1.1 What is this about?

1.1.1 As part of our responsibility to ensure the organisation provides the best level of service we often need to review and change it. Here we set out our process for managing organisational change to ensure changes which affect our people are carried out in a consistent, fair and transparent way.

1.2 Who is this for?

1.2.1 This is for all authority/police staff.

1.3 Key information

- Changes in our operational needs, the introduction of new technology and the financial resources available can all impact on the organisation in different ways. There may be reductions in posts as well as changes to responsibilities, locations, working-patterns, grades or terms and conditions. Whatever the change, we want our people to understand how it will affect them and to support them through the process.
- This procedure provides information relating to consultation, restructuring, redeployment and redundancy.
- We will support and help those displaced through change to find suitable alternative employment or to leave the organisation if this is their preference.
- The employment status and entitlements of agency and temporary workers must be considered on a case by case basis and People and Development (P&D) will provide specific guidance as appropriate.
- We are committed to ensuring the timescales for change are realistic, however, ordinarily and where appropriate, we will undertake a minimum 45 day period of consultation before any organisational change takes effect.

2 Officer/Staff

2.1 What you need to do:

- Speak to your manager in the first instance if you are unsure about the organisational change process and the potential impact on you. People and Development (P&D) or Trade Union representatives can also be contacted for support and clarification, if required.
- Engage with, and contribute constructively to, the consultation process.
- Arrange the attendance of a representative at your individual meetings regarding organisational change if you want to be accompanied.
- If relevant fully participate in the redeployment process, proactively look for alternative posts within Scottish Police Authority/Police Scotland (SPA/Police Scotland) and undertake any necessary training.

2.2 Consultation

- 2.2.1 The organisation is required to formally consult with you regarding proposals for change which have a direct impact on you. We want to ensure that any proposals we make around changing the organisation are achieved through two-way communication and engagement. We want you to understand the reasons for change and be motivated to help deliver it.
- 2.2.2 Through the consultation process, you will be encouraged to express your views, ask questions and raise concerns about any aspects of organisational change within your business area. This also includes the opportunity to submit counter proposals. You are encouraged to seek advice and support from your manager, P&D representative or Trade Union if you feel this would be beneficial.
- 2.2.3 When any organisational change is proposed there is a formal consultation period and during this time you will learn about the proposals and how these might affect you. Consultation can take place collectively in groups and/or with you as an individual.
- Group Consultation
- 2.2.4 Depending on the scale of the change being proposed, and the number of staff affected, you may be invited to a group consultation meeting. This type of meeting is an efficient and effective way for the organisation to deliver consistent information to a large group of staff at the same time. It encourages open discussion about the proposals and allows the organisation to directly respond to any concerns or questions you may have.

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- 2.2.5 If you are unable to attend a group consultation meeting the information discussed will be made available to you and you will still be encouraged to give feedback either collectively or individually.

Individual Consultation

- 2.2.6 Whether group consultation takes place or not you will be invited to a formal individual consultation meeting by your manager to explain how you personally will be affected by the changes. You can arrange to bring along a work colleague or Trade Union representative if you want.
- 2.2.7 We will make sure we consult with you even if you are absent from work or on a service break if this is practicable. During the meeting, we will discuss with you:
- the reasons for the change;
 - details of the proposed structure;
 - the impact it has on you; and
 - the options available to you.

2.3 Restructuring

- 2.3.1 If your business area is being restructured, you will be informed at your consultation meeting which one of three situations applies to you in relation to your substantive post. If necessary, P&D can provide clarification regarding the selection processes used. You may be advised that:
- you are matched-in to a post;
 - you are potentially displaced; or
 - your post has been made redundant.

Matched-in:

- 2.3.2 This means there will be no reduction in the current number of people carrying out similar work to your own and you are considered a match to one of the roles in the new structure.
- 2.3.3 If you feel you have been wrongly matched to a particular role, you should discuss this with your manager during the consultation process. If there is no agreement regarding your proposed match to an alternative post, you will be offered a new contract, and a trial period in the role will be given.
- 2.3.4 If you are matched to a lower graded post you may be entitled to pay protection. Further information is available in the Pay Protection procedure.

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Potentially displaced

- 2.3.5 This applies if matching roles exist in the new structure but the number of available posts is less than the number of employees eligible for the position. When there are more people than posts this creates a 'ring-fenced pool' and you may have to compete for one of the remaining jobs. Posts which are ring-fenced are only open to staff who meet the essential criteria and who are directly affected by the change. They will not be advertised to staff outwith the ring-fenced pool for that role.
- 2.3.6 Those eligible will be assessed by a selection panel and interviews will be organised with candidates. If you are successful through the ring-fenced recruitment process P&D will send you an updated contract of employment for the role in the new structure when it is implemented.
- 2.3.7 If you are unsuccessful through the ring-fenced recruitment process another meeting will be held with you to discuss the options available to you.
- 2.3.8 There are specific rules for staff who are on adoption, maternity and shared parental leave at the time organisational change is implemented. The rules ensure that these staff members are not discriminated against and if you fall into any of these categories you will be offered a suitable vacancy, where available.
- 2.3.9 You will not need to compete or be interviewed for the role unless there are more staff on adoption, maternity or shared parental leave than there are vacancies. In this case, these staff would all have to go through the selection process on a restricted basis, i.e. limited solely to staff on these types of leave.
- 2.3.10 If you are pregnant, are still at work, and have not yet started your maternity leave then this protection does not apply and you will have to compete for the posts in the new structure with your other colleagues.
- 2.3.11 Your post-status may change from being 'potentially displaced' to 'matched-in' during the consultation period. This can happen if other colleagues in the ring-fenced pool opt to leave the organisation or are successful in obtaining another role. Decisions regarding who will be included in any ring-fenced recruitment process will only be made once all individual consultations have been concluded and this will be confirmed to you as soon as possible.
- 2.3.12 If you are moved into a lower graded post through a ring-fenced selection further information is available in the Pay Protection procedure regarding your salary and entitlements.

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Post made redundant

- 2.3.13 If your post has been deleted from the new structure, and there is no other which closely matches your role, you may have the option of either seeking redeployment or opting to leave through voluntary redundancy or voluntary early retirement. For information on these options and who is eligible for them see the 'Redeployment' and 'Redundancy' sections which follow.

2.4 Redeployment

- 2.4.1 If you have not been successful in securing a role in the new structure, in circumstances where the organisation maintains a redeployment pool you may have the option of entering this in order to find a suitable alternative post. During this time you are termed a 'redeployee'.
- 2.4.2 A Human Resources (HR) Advisor will be aligned to you and will ensure you are supported and fully understand your responsibilities in finding alternative employment with the organisation. The HR Advisor will also explain what assistance and support they will provide to enable you to secure a suitable alternative post. You have the right to be accompanied at this meeting.
- 2.4.3 While you are a redeployee you qualify for preferential recruitment rights. This means if you are deemed competent for a new role, and you meet its essential criteria, you will be considered before anyone who is not displaced.
- 2.4.4 While you are seeking redeployment the organisation will use your skills appropriately and allocate alternative work to you. You will need to complete a Personal Profile for Redeployees Form (102-001) and return this the HR Advisor allocated to you.
- 2.4.5 This will allow suitable vacancies (temporary or permanent) or project work to be identified, and gives you the opportunity to state any limits in respect of location, hours, shift patterns etc.
- 2.4.6 While reasonable attempts will be made to accommodate these, there is no guarantee that all needs will be met and you cannot unreasonably refuse work offered to you. You are expected to be flexible regarding the nature of work offered, as long as you have the basic skills required or the ability to be trained to undertake the work within a reasonable time.
- 2.4.7 Within 10 days you must also return to your HR Advisor a signed Terms of Agreement - Redeployment Contract Form (102-005). This agreement varies your written particulars of employment and confirms that you will undertake alternative activities suitable to your ability.
- 2.4.8 Breaching this agreement can result in disciplinary proceedings and may impact on any voluntary redundancy or voluntary early retirement payments. A letter confirming your agreement to the redeployment terms of

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agreement will be sent to you by P&D.

- 2.4.9 If alternative work means you need to travel to a different work location you can claim excess travel costs. Further guidance on this is available in the Relocation procedure.
- 2.4.10 The organisation may need you to agree to amendments to your working pattern in order to find suitable alternative work for you. This may involve recalculating any shift allowances to meet the revised working pattern, where appropriate. Further information regarding what you will be paid and your entitlement to allowances while in the redeployment pool is available in the Pay Protection procedure.
- 2.4.11 When looking at advertised vacancies, the following factors should be used to assess if a role is a suitable alternative.
- The location of the post should be within reasonable travelling distance, depending on your general circumstances.
 - The duties of the post must be within your ability, or could be after appropriate training.
 - The role should be suitable in terms of working pattern and financial impact.
- 2.4.12 Depending on the roles you apply for, you may need to go through the vetting process again, where additional security clearance is required.
- 2.4.13 You will be given reasonable paid time off to apply for other roles within the organisation and to undertake necessary retraining. You should inform your manager and HR Advisor of any issues which may affect your participation in the redeployment process.
- 2.4.14 Further information is provided within the Organisational Change - Frequently Asked Questions document.

2.5 Voluntary Redundancy/Voluntary Early Retirement (VR/VER)

- 2.5.1 If your post has been made redundant, or you are potentially displaced, and you do not want to seek alternative employment with us, you may have the option of leaving the organisation through a VR/VER scheme where one is available. The link to the current VR/VER scheme is available in the Resources section.
- 2.5.2 To qualify for VR/VER you must have at least two years' continuous service.
- 2.5.3 If you want to volunteer to leave the organisation you should speak to your manager about this and complete the Application for Voluntary Redundancy/Voluntary Early Retirement Form (145-001).

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- 2.5.4 Applying for VR/VER does not guarantee you will be able to leave. Your post-status may change from being potentially displaced to matched-in throughout the consultation period due to other colleagues securing alternative employment.
- 2.5.5 All applications for VR/VER release are subject to approval by the National Voluntary Release Panel (NVRP) and SPA (where appropriate).
- 2.5.6 You have the opportunity to withdraw your application up until actually signing confirmation of accepting your VR/VER offer.
- 2.5.7 Following consideration of applications by the NVRP, P&D will notify you through your manager if you have been successful.
- 2.5.8 If you are accepted for VR/VER you will need to work your notice period and take all owed leave, TOIL and Flexi during this period. Pay in lieu of notice will only be considered in exceptional circumstances.
- 2.5.9 If you would like to submit counter notice and leave on an earlier date, you should send a written request to your manager within your notice period.
- 2.5.10 If your counter notice is accepted, your notice pay will be amended and your redundancy entitlements may need to be re-calculated based on your new leaving date.
- 2.5.11 You should consider the impact of submitting counter notice in case there is a significant anniversary in your service which could impact on your pension and/or redundancy payments.
- 2.5.12 Your notice may be worked while you are in the redeployment pool if you are no longer doing your substantive job. You will be informed, in writing, within seven days of the counter-notice being received whether the request is approved or refused.
- 2.5.13 If you secure an alternative role with SPA/Police Scotland, which starts within your notice period, your continuous service will continue unbroken and any severance payment will be withdrawn.
- 2.5.14 Redundancy is a form of dismissal and there is a legal right to appeal. If you want to appeal you must write to People Direct within 14 days of receiving your formal redundancy notice with full details of the reasons and grounds of your appeal.
- 2.5.15 If the appeal process is not completed before your leaving date you will still need to leave on that date. If the appeal is subsequently upheld you will be reinstated, effective from the date of the dismissal, and will need to repay any redundancy payment.

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2.6 Backfill Process

- 2.6.1 If your post has not been made redundant, but you would like to leave the organisation, you may be able to put your post forward for backfill. This means it will be advertised to staff who are within the redeployment pool, or are potentially displaced, and are seeking alternative employment.
- 2.6.2 If you wish to offer up your post for backfill you should first complete an Application for VR/VER Form (145-001) and then submit a Backfill Request and Consent Form (120-019) to your manager who will forward it to P&D.
- 2.6.3 P&D will acknowledge receipt of your application and confirm with you the process for its consideration.
- 2.6.4 If your application to offer your post for backfill is approved then your post will be advertised on the vacancies site with a 'BF' prefix. Backfill posts are usually advertised until an application is received and then a two week closing date is set.
- 2.6.5 Once a backfill post has been advertised for six months without being filled it will be reviewed to determine whether the advertisement should continue. If comparable vacant posts arise within a business area they will always be filled before any backfill roles.
- 2.6.6 If a redeployee applies for your post, an offer of conditional notice of release will be issued to you. If the redeployee successfully completes the required trial period then your release through VR/VER can be progressed. If the trial period is unsuccessful then the offer of conditional notice will be withdrawn and your post will continue to be advertised, if appropriate.
- 2.6.7 You should be aware that offering your post is no guarantee of it being backfilled and uncertainty cannot be allowed to affect performance. If it is identified through the capability process that the uncertainty of waiting for a redeployee to apply for your post is adversely affecting your performance, the organisation reserves the right to remove the post from backfill advertisement.

2.7 Counter proposals

- 2.7.1 Counter proposals are a critical part of organisational change programmes. If you have alternative proposals to those presented, and these are aimed at redundancy mitigation or improved efficiency, you are encouraged to submit a counter proposal.
- 2.7.2 A reasonable time will be given for you to provide feedback relating to the proposed changes and you will be advised at your consultation meeting of the deadline for submitting this.
- 2.7.3 Your counter proposal can be submitted either individually or as a group using the Counter Proposal Submission Form (102-006). Your manager

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and/or P&D representative will be able to provide guidance in putting forward a counter proposal, if necessary.

- 2.7.4 Counter proposals can relate to the restructure itself or the impact on your own individual circumstances.
- 2.7.5 'Restructure plan' counter proposals can be used to suggest changes to the proposed new structure such as the number, type, location and responsibilities of roles or functions.
- 2.7.6 'Individual' counter proposals can be used to submit an alternative proposal in relation to the impact on your own role.
- 2.7.7 Once the deadline for submissions has passed all counter proposals will be considered.
- 2.7.8 Depending on whether your counter proposal relates to the restructure plan or your individual circumstances a response will be provided by either your manager or your business area/project lead.
- 2.7.9 If it is not possible to accept your proposals an explanation will be provided as to why this is the case. If counter proposals are accepted, the organisational change proposal will be amended accordingly before presentation to the Trade Unions.
- 2.7.10 It is also possible that further group or individual consultations may take place to communicate the accepted changes, and their impact, to all affected staff.

2.8 Supporting you through organisational change

- 2.8.1 In addition to support provided by P&D, assistance is available from Trade Unions and the employee assistance programme.
- 2.8.2 Partnership Action for Continuing Employment (PACE) and Affinity Connect also provide a range of workshops which cover:
 - understanding your skills and transferability to other posts;
 - completing CV's/application forms;
 - interview techniques;
 - individual counselling and advice on career development;
 - access to training and IT facilities: and Pre-retirement sessions.
- 2.8.3 Links to PACE and Affinity Connect are available in the Resources section.

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2.9 Implementation of organisational change

- 2.9.1 Once individual consultations have finished, and all counter proposals have been considered, a closure of consultation message will be published on the SPA/Police Scotland intranet which will include a summary of the counter proposals received as well as the plan and date for implementation of the new structure.

3 Manager

3.1 What you need to do:

- Ensure your team members are fully informed and understand how they will be impacted by organisational change.
- Make a robust plan for leading meaningful, formal consultations with all team members affected by the change.
- Consider and respond in writing to Individual Circumstance Counter Proposals with support from the project team or business area lead where applicable.
- Support staff throughout the redeployment process and allow reasonable time off for them to attend interviews and training.
- Seek advice and guidance from your People and Development (P&D) representative and People Direct if necessary.

3.2 Consultation

3.2.1 The organisation is required to formally consult with staff regarding proposals for change which have a direct impact on their employment. We want to ensure that any proposals we make around change create a sustainable working environment and appreciate the best way to achieve this is through two-way communication and engagement. We want staff to be given the opportunity to help shape change to service delivery and be motivated to help to deliver it.

3.2.2 Through the consultation process, your team members should be encouraged to express their views, ask questions and raise concerns about any aspects of organisational change which impacts on their area of business. They can also seek advice and support from P&D or Trade Union if they feel this would be beneficial.

3.2.3 When any organisational change is proposed there is a formal consultation period and during this time your team members will learn about the proposals and how they are personally affected. Consultation can take place collectively in groups and/or individually.

Group Consultation

3.2.4 Depending on the change being proposed, and the number of staff affected, your team members may be invited to a group consultation meeting. This type of meeting is an efficient and effective way of encouraging open discussion about the proposals and allows the

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organisation to directly respond to any concerns or questions your team may have.

- 3.2.5 If a member of your team cannot attend a group consultation the information presented should be made available to them and they should be encouraged to provide feedback.

Individual Consultation:

- 3.2.6 Whether group consultation takes place or not, you must invite your team members to formal individual consultation meetings to ensure they understand the impact of the changes, the timeline, the options available to them and the potential selection processes which may apply to them.
- 3.2.7 The meeting allows them to provide further feedback on the proposals and to discuss their personal situation. The nature and content of these meetings will differ depending on the options available to each team member.
- 3.2.8 They are entitled to bring along a work colleague or Trade Union representative and they should let you know the name of this individual in advance of the meeting.
- 3.2.9 You should consult individually with staff who are on temporary contracts (both fixed term or on secondment), however, you must seek advice from your P&D representative in advance of this.
- 3.2.10 If you have a team member whose singular post has been deleted from the proposed structure you should give them advance notice of this (in private) before any group consultation meeting.
- 3.2.11 Detailed information on conducting individual consultation meetings is available in the Manager's Guide to Consultation.

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4 Resources

Forms

- Application for Voluntary Redundancy/Voluntary Early Retirement Form (145-001)
- Backfill Request and Consent Form (120-019)
- Individual Counter Proposal Submission Form (102-006)
- Management Response to Individual Circumstances of Counter Proposal Form (102-007A).
- Management Response to Restructure Plan of Counter Proposal Form (102-007B)
- Organisational Change Individual Consultation Meeting (checklist) Form (120-017)
- Personal Profile for Redeployees Form (102-001)
- Redeployee Project Work Expression of Interest Form (102-004)
- Terms of Agreement - Redeployment Contract Form (102-005)

Letters

- Invitation to Consultation Meeting
- Invitation to Interview
- Letter Confirming Outcome of Consultation Meeting

How to Guides

- Manager's Guide to Consultation

Reference Documents

- Organisational Change - Frequently Asked Questions
- The Right to be Accompanied

Related Procedures

- Disability in Employment
- Pay Protection
- Relocation

Useful Links

- www.affinityconnect.org
- www.scotland.gov.uk
- www.skillsdevelopmentsscotland.co.uk (PACE)

Associated Legislation

- ACAS Code of Practice for Redundancy Handling Procedures
- ACAS Managing Redundancy for pregnant employees or those of maternity leave
- Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 1999
- Employment Rights Act 1996
- Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Local Government Pension Scheme (Benefits, Membership and Contributions (Scotland) Regulations 2008 as amended
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Transfer of Undertakings (Protection of Employment) Regulations 2006
- The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012
- The Local Government Pension Scheme (Scotland) Regulations 1998, Regulation 22
- Trade Union and Labour Relations (Consolidation) Act 1992

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Appendix A

The Right to be Accompanied

You have the right to bring someone with you to any formal meetings e.g. disciplinary, grievance, capability etc. This could be a work colleague or a representative of: a Trade Union, Staff Association, Scottish Police Federation or Association of Scottish Police Superintendents. You have to make your own arrangements if you want to bring someone with you.

You have to tell us the name of the person at least 24 hours before the meeting.

The work colleague or representative is entitled to take a reasonable amount of paid time off to attend the meeting. They should also be allowed time off to get to know the case and discuss any related matters before and after the meeting.

The work colleague or representative can address the meeting to: sum up the case; respond to any views discussed at the meeting; confer with you during the meeting or ask for a break. They cannot answer questions on your behalf.

Sometimes, you might be able to bring a work colleague or representative to an informal meeting. You have to be careful when asking or agreeing to this though, as it could make the meeting seem more formal than it has to be. You would have to talk this over with your manager before any arrangements are made.

At times, you might be able to bring a non-work colleague. This could be if you need additional support because of a disability or you might need an interpreter if there are difficulties with understanding or language. You would have to talk this over with your manager before any arrangements are made.

If the work colleague or representative is unable to attend, the meeting can be rearranged. This will normally be within five working days of the original date.

If they are unable to attend the re-arranged meeting you might have to ask someone else.



Manager's Guide to Consultation

Consultation Meetings

How to prepare for individual consultation meetings

It is vital that you are able to fully inform your team members about how the proposed changes will impact them. To ensure your discussions are relevant and meaningful you must be prepared in advance using the following documents.

- Individual Consultation Meeting Form (120-017).
- Copy of the Power Point presentation used at group consultation (if this was held).
- Outline of the current and proposed departmental structure.
- Copies of existing and proposed job descriptions which reflect changes to the role's activities.
- Copy of the business case and Equality and Human Rights Impact Assessment (EqHRIA) for the proposed structure.
- Copy of the latest Organisational Change – Frequently Asked Questions.
- List of team members who are currently (or are about to be) on adoption, maternity or shared parental leave, as well as those on sick leave and career breaks.
- List of temporary team members (including agency staff) and their conditions of employment.
- Individual Counter Proposal Submission Form (102-006).

You should seek advice from People and Development (P&D) in advance of the meeting if you need specific support or there are circumstances you require clarification on.

You must ensure you have a full understanding of the proposed changes and the impact on structure, reporting lines, job titles and role profiles etc. Specifically, you should be fully aware of the implications for each of your team members and the

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impact of organisational change processes which will apply to them as individuals. A 'pen picture' should be prepared for each team member summarising the impact of the organisational change proposals on them.

Inviting staff to attend a consultation meeting

You must formally invite your team member to attend their individual consultation meeting in writing (a template which you can use to do this is available on the Policy Hub). You should provide enough notice to allow your staff member sufficient time to prepare for the meeting.

Your team member may be accompanied at the meeting by a colleague or Trade Union representative. It is their responsibility to arrange this and they should notify you in advance of who they will be bringing with them.

If your team member is unable to attend the meeting at the time and date requested, you should make every effort to reschedule the meeting as soon as possible. If, for any reason, your team member refuses to attend their individual consultation meeting, you must tell senior departmental/divisional management and your business area P&D representative immediately. Information regarding consulting with absent staff is covered later.

Recording the consultation meeting

You should complete an Individual Consultation Meeting (ICM) Form (120-017) for each separate meeting held with your team members. The form is designed to provide a structured, formal framework for the discussion and to help identify staff issues and concerns. The form is also used to record any decisions made by your team member, e.g. VR/VER. It is important that all sections of the form are covered and that the key points discussed during the meeting are captured and recorded appropriately and accurately.

You must safely retain completed ICM Forms (120-017) and any related documentation within your business area as they may be required as evidence if your team member raises a grievance, an appeal or makes a claim to an employment tribunal. It is important to note that team members have the right to request copies of meeting records. If they do so, a copy of the completed form should be given to them.

You should also be aware of the potential need to hold follow-up consultation meetings and the ICM Form (120-017) should be updated appropriately.

While there is no requirement, your team member and anyone attending the meeting with them are encouraged to sign the ICM Form (120-017). It should be emphasised that signing the form is not committing your team member to a particular course of action, but is an acknowledgement that the content is a fair reflection of what was discussed at the consultation meeting.

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Conducting the consultation meeting

Explain to your team member that the organisation is obliged to formally consult with all staff during the organisational change process if they will be directly impacted by it.

Outline the purpose of the meeting, which is to:

- formally consult with them about the proposed changes and the revised or new roles within the proposed structure;
- discuss how they are personally impacted by the proposed changes and explain the options available to them;
- provide an opportunity for them to ask questions and to provide feedback on the proposed changes, including through the counter proposal process; and
- communicate timescales and next steps for the change process.

Key points to remember

- Ensure your team member understands why the changes are being proposed and allow them to ask any questions they need to.
- Be careful not to make assumptions about your team member's personal circumstances or reactions but try to understand what the proposals mean for them as individuals.
- Allow your team member to express their views by actively listening. Document any actions and progress them appropriately.
- If you are unsure of the answer to specific questions, either during the meeting or afterwards, do not provide an interim response. Refer any queries to the project or business area lead, or your P&D representative, as appropriate.
- Never make promises which cannot be delivered.
- Avoid telling your team member what choices to make.
- Emphasise there is the opportunity to provide feedback relating to the proposed structure through the counter proposal process.
- Ensure that any actions required following the consultation meeting are dealt with promptly.

Discussing the impact of organisational change

During an organisational change restructure your team member will usually be in one of three situations in relation to their substantive role; matched-in to a new role, potentially displaced or their post will have been made redundant. If your team member disagrees with the process used in relation to their role they should raise this during the consultation stage. If necessary, P&D can provide clarification regarding the selection processes used. Depending on the outcome for your team member, and the options available to them, use the explanations below to clearly identify which process will apply to them and what the next steps will be.

Matched-in

This means there is no reduction in the current number of people carrying out a particular role and your team member is considered a match to one of the posts in the new structure. There could be some small differences between this new role and their existing one, and you need to discuss these, but explain that the role is still considered suitable for them.

If your team member feels they have been wrongly matched to a particular role they should discuss this with you during the consultation process and you must seek advice from your P&D representative. If there is no agreement regarding their proposed match to an alternative post your team member will be offered a new contract and a trial period in the role will be given.

If your team member has been matched into a lower graded post they may be entitled to pay protection. Further guidance is available within the Pay Protection procedure.

Potentially displaced:

This could apply if a role matching your team member's post does exist in the new structure but the number of available roles is less than the number of employees eligible for the position. When there are more people than available posts this creates a 'ring-fenced pool' and your team member may have to compete for one of the remaining jobs. Posts which are ring-fenced are only open to the staff who meet the essential criteria and are directly impacted by the change. They will not be advertised outwith the staff in the ring-fenced pool for that role.

Applications will be assessed by a selection panel and interviews will be organised with candidates. If your team member is successful through the ring-fenced recruitment process P&D will send them an updated contract of employment for the role in the new structure when it is implemented.

If your team member is unsuccessful in the ring-fenced selection process they may have the options of leaving through Voluntary Redundancy/Voluntary Early Retirement (VR/VER) or applying for alternative employment with the organisation through the redeployment process. Your P&D representative will provide advice and another meeting should be arranged with your team member to discuss the options available to them.

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There are specific rules for those who are on adoption, maternity and shared parental leave at the time that organisational change is implemented. These rules ensure that staff are not discriminated against and if you have team members who fall into any of these categories they will be offered a suitable vacancy. They will not need to compete, or be interviewed for the role, unless there are more staff on adoption, maternity or shared parental leave than there are vacancies. In this situation, these staff would all have to go through the selection process on a restricted basis, i.e. limited solely to staff on these types of leave. If your team member is pregnant, is still at work, and has not yet started her maternity leave then this protection does not apply and she will have to compete for the posts in the new structure with her other colleagues.

The rights of staff on adoption, maternity or shared parental leave is a legally complex issue and you must seek advice from your P&D representative as to how this should be managed before engagement with other members of staff.

Your team member's post-status may change from being potentially displaced to matched-in during the consultation period if other colleagues choose to leave under redundancy terms or secure alternative employment. Decisions regarding who is required to participate in ring-fenced recruitment will only be made once all individual consultations have been concluded and will be confirmed to your team member as soon as possible.

If you have a team member who has already applied for VR/VER, they may still participate in the ring-fenced recruitment process for available posts while awaiting the outcome of their application. It should be emphasised that if your team member has been served with conditional notice of release they can only be included in the ring-fenced recruitment process if they withdraw their application for VR/VER.

If your team member is recruited into a lower graded post through a ring-fenced selection process they may be entitled to pay protection. Further information is available in the Pay Protection procedure.

Post made redundant

If your team member's post is potentially displaced or has been deleted from the new structure there are two available options.

Option 1 - Redeployment (if your team member wishes to remain with the organisation)

If your team member has not been successful in securing a role in the new structure, in circumstances where the organisation maintains a redeployment pool they may have the option of entering this until they find a suitable alternative post. During this time they are termed a 'redeployee'.

A Human Resources (HR) Advisor will be aligned to your team member and will invite them to a redeployment meeting to ensure they are supported and fully understand their own responsibilities in finding alternative employment with the organisation. The HR Advisor will also explain what assistance and support they will provide to your team member to enable them to secure a suitable alternative role.

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While your team member is a redeployee they qualify for preferential recruitment rights. This means, if they are deemed competent for a new role, and meet its essential criteria, they will be considered for suitability before anyone who is not displaced.

While seeking redeployment, the organisation will use your team member's skills appropriately and allocate alternative work to them. They will be asked to complete a Personal Profile for Redeployees Form (102-001) which will allow the HR Advisor to identify suitable vacancies (temporary or permanent) or project work, and gives your team member the opportunity to state any limits in respect of location, hours, shift patterns etc. While reasonable attempts will be made to accommodate preferences, however, there is no guarantee that all needs will be met and your team member cannot unreasonably refuse work offered to them. They are expected to be flexible regarding the nature of work offered, as long as they have the basic skills required or the ability to be retrained to undertake the work within a reasonable time.

Within 10 days your team member must also return to their HR Advisor a signed Terms of Agreement - Redeployment Contract Form (102-005). This agreement varies their written particulars of employment and confirms that they will undertake alternative activities suitable to their ability. Breaching this agreement may result in disciplinary proceedings and may impact on any redundancy or redundancy retirement payments. A letter confirming your team member's agreement to the redeployment terms of agreement will be sent to them by P&D after their meeting.

The organisation may require your team member to agree to amendments to their working pattern in order to find suitable alternative work for them. This may also involve recalculating any shift allowances to meet the revised working pattern, where appropriate. Further information on this is available in the Pay Protection procedure.

If alternative work requires your team member to travel to a different work location they can claim excess travel costs. Further guidance on this is available in the Relocation procedure.

When looking for alternative vacancies on the intranet your team member should use the following criteria to assess if a role is suitable for them.

- The location of the post should be within reasonable travelling distance, depending on their general circumstances.
- The duties of the post must be within their capability, or could be after appropriate training.
- The role should be suitable in terms of working pattern and financial impact.

Depending on which roles your team member applies for they may need to go through the vetting process again if additional security clearance is required.

The Organisational Change - Frequently Asked Questions document provides further guidance and is available on the Policy Hub.

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Option 2 - VR/VER (if your team member wishes to leave the organisation)

To qualify for VR/VER your team member must have at least two years' continuous service.

If your team member has already formally applied for VR/VER, confirm that they wish to continue with their application and record their response on the ICM Form (120-017).

If your team member has not already applied for VR/VER, explain that they have the option of doing so subject to a scheme being available. They can apply by completing the Application for Voluntary Redundancy/Voluntary Early Retirement Form (145-001). Encourage them to check the P&D intranet site for updates on the VR/VER scheme, including the VR/VER calculator to get an estimate figure of their financial package.

Applying for VR/VER does not guarantee your team member will be able to leave. Their post-status may change from being potentially displaced to matched-in throughout the consultation period due to other colleagues securing alternative employment. You should emphasise that release from the organisation is subject to approval by the National Voluntary Release Panel (NVRP) and SPA (where appropriate).

Explain to your team member they have the opportunity to withdraw their application up until actually signing confirmation of accepting their VR/VER offer.

P&D will inform you if your team member's application is approved and you should notify them of this outcome immediately. If your team member is accepted for voluntary release they will need to work their minimum notice period and take all owed leave, TOIL and flexi during this period. Pay in lieu of notice will not be considered except in exceptional circumstances.

If your team member would like to submit counter notice and leave on an earlier date they should submit a written request to you within their notice period. Your team member should be made aware that if counter notice is accepted, their notice pay will change and their redundancy entitlements may need to be re-calculated based on their new leaving date. Your team member should consider the impact of this in case there is a significant anniversary in their service which could impact on their pension and/or redundancy payments. Your team member's notice may be worked while they are in the redeployment pool if they are no longer undertaking their substantive role. You should inform your team member, in writing, within seven days of the counter-notice being received whether the request is approved or refused.

Along with support from P&D or the project lead, if necessary, you must assess the needs of both the organisation and your team member before deciding whether to support the counter-notice request. If counter notice is approved you should inform P&D immediately by email to ensure the change in release date for your team member is recorded and progressed appropriately.

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If your team member secures for an alternative role with SPA/Police Scotland, which starts within their notice period, their continuous service will continue unbroken and any severance payment will be withdrawn.

Redundancy is a form of dismissal and there is a legal right to appeal. If your team member wishes to appeal they must write to P&D within 14 days of receiving their formal redundancy notice with full details of the reasons and grounds of the appeal. If the appeal process is not completed before your team member's leaving date they will still be required to leave on that date. If their appeal is later upheld they will be reinstated, effective from the date of the dismissal, and will need to repay any redundancy payment.

If you have a team member whose post has not been made redundant but they would like to leave the organisation through VR/VER, there may be the opportunity for them to offer up their post for backfill. Further information is available to staff within the 'Backfill process' section of the Organisational Change procedure.

Counter Proposal Process

Counter proposals are a critical part of organisational change programmes. Your team should be encouraged to provide feedback, through the counter proposal process, following group consultation and at any time throughout the individual consultation meetings.

This can be done as a group or individually and a deadline for submission will be provided by the organisational change project team or your business area lead.

Counter proposals should be submitted by using the Counter Proposal Submission Form (102-006). You should provide guidance to your team in the completion of this form. Advice from People Direct is available if required.

Counter proposals can relate to the restructure itself or to the impact on your team member's individual circumstances:

- 'Restructure plan' proposals - team members can suggest changes to the proposed new structure such as the number, type, location and responsibilities of roles or functions.
- Individual counter proposals - team members can submit an alternative proposal in relation to the impact on their own role.

Most submissions which relate to the proposed structure will need to be considered by the business area/project lead and they will respond to your team member using a Management Response to Restructure Plan of Counter Proposal Form (102-007B).

If the counter proposal form relates to your team member's personal circumstances, and you are able to respond to it, you should complete a Management Response to Individual Circumstances of Counter Proposal Form (102-007A). If counter proposals

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are accepted, further consultations may be required to communicate the revised changes, and their impact, to all staff who are affected.

Additional support for staff

In addition to support provided by P&D, assistance is available from Trade Unions and the employee assistance programme.

Partnership Action for Continuing Employment (PACE) and Affinity Connect also provide a range of workshops which cover:

- understanding skills and transferability to other posts;
- completing CV's/application forms;
- interview techniques;
- individual counselling and advice on career development;
- access to training and IT facilities; and
- pre-retirement sessions.

Links to PACE and Affinity Connect are available in the Resources section.

Closing the consultation meeting

Close the meeting by confirming your team member understands their position and the options they may have to consider. Make sure any questions or actions they raise are accurately recorded on the ICM Form (120-017) together with any responses you have provided. Explain that if your team member has any questions or concerns following the initial meeting, further meetings can be held as required.

Confirm that the proposed structure (post consultation) needs to be submitted to the Joint Negotiating and Consultation Committee (JNCC) and that any releases through VR/VER, are subject to final approval by the NVRP and SPA (where appropriate).

Managing consultation with absent staff

Staff who are absent due to sickness (short and long term)

If you have team members who are absent due to sickness you should contact your business area P&D representative for guidance on how to consult with them. It may be necessary to seek advice from Occupational Health to establish if your team member is medically fit to take an active part in the consultation process.

Subject to your team member's agreement, it may be preferable to arrange a home visit rather than hold their individual meeting in the workplace. Discuss any support or adjustments your team member needs to participate as fully as possible in the consultation process.

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Staff on adoption, maternity or shared parental leave

Team members on adoption, maternity or shared parental leave must be contacted as soon as possible and given the opportunity for their individual consultation meeting. Before contacting these team members you must speak to your P&D representative for advice and ensure you are fully aware of the protected rights which apply to them. You can find more information on this in the 'Restructuring' section of the procedure.

Staff on secondment and career breaks

If you have team members who are on secondments or career breaks, and are impacted by the organisational change, you must include them in the consultation process and arrange individual consultation meetings with them (where practicable) to ensure they are kept fully informed of the proposals.

Staff on temporary contracts

The contractual position of temporary staff needs to be considered on a case by case basis as there are various factors which can have an impact, for example, length of tenure, reason for temporary contract, etc. As the provisions of the Agency Workers, Secondments and Temporary Workers procedure also need to be taken into account you must seek advice from your P&D representative to determine the exact status and impact on any temporary staff.

Agency workers

As with temporary workers, the provisions of the Agency Workers, Secondments and Temporary Workers procedure need to be taken in account and you must seek advice from your P&D representative to determine the impact on any agency staff.

Support provided by project or business area lead

The project or business area lead will:

- work with P&D and Corporate Communications to develop, manage and deliver communication plans for your business area;
- ensure appropriate engagement takes place with managers to support effective consultation with team members and officers;
- treat all employees with fairness, dignity and respect and be responsible for consistently applying organisational change procedures.
- hold group consultation meetings, where appropriate, with all staff affected by the organisational change;
- consider and respond to 'Restructure Plan' Counter Proposals, providing full

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explanations to staff of the outcome; and

- ensure all staff are regularly updated regarding the organisational change process and that all questions are answered promptly and consistently.

Once individual consultations have been concluded, and all counter proposals have been considered, a closure of consultation message will be published on the SPA/Police Scotland intranet which will include a summary of all counter proposals and the plan and date for implementation of the new structure.

Support provided by P&D

P&D representatives will:

- provide support and guidance to business area leads, managers and staff during periods of organisational change, ensuring compliance with relevant procedures and legislation;
- provide support at both group and individual consultations, if required;
- provide advice on the support available through the employee assistance programme and other agencies; and
- work closely with Corporate Communications, project managers and business area leads to ensure communications and consultations are delivered consistently and within required timescales.

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Appendix C

Organisational Change - Frequently Asked Questions

Consultation:

Will non-trade union members, or their representatives, be invited to take part in the consultations between the organisation and the Trade Unions?

All staff, whether Trade Union members or not, have the right to be fully consulted regarding proposals which affect their employment. Any formal proposals will be presented to the Joint Negotiating and Consultative Committee (JNCC) which is the recognised Trade Union forum. There will be no members of police staff invited to attend this meeting. Following this, there will be group consultation or appropriate briefings where all members of police staff who are affected will be invited to attend to hear the proposals. There will then be individual consultations where you have the right to be accompanied by a trade union representative or a colleague.

Where will I be consulted on the new structure?

Group consultation meetings will be arranged in various locations dependent on the size of the proposal and the groups of staff who may be impacted as a result; you will be invited to attend a group meeting which may or may not be at your actual work location. You will be given time away from work to attend any meetings which are arranged for the purpose of group and/or individual consultation.

How much notice will I be given of the group consultation session?

Where group consultation is appropriate you will be given at least seven days' notice of the date, time and venue of the meeting. A shorter timescale may be agreed mutually.

What is the process for requesting current and proposed role profiles?

Role profiles will be available on the Intranet following the final group consultation in each respective business area. If you do not have a copy of your current role profile and do not have access to it, you should contact People Direct.

During group consultation I was informed that a minimum of 45 days consultation had commenced. How does this differ from the notice period I would receive if I was successful for Voluntary Redundancy/Voluntary Early Retirement (VR/VER)?

The minimum 45 days consultation period is separate from the contractual notice period which would be provided if you were formally accepted for VR/VER. The minimum 45 day consultation period commences at the start of Joint Negotiating and Consultative Committee (JNCC) consultation, however, this is not a commitment that you will be released at the end of this consultation period. The contractual notice period will only commence following formal approval of severance by the National Voluntary Release Panel/Scottish Police Authority, following the end of the minimum 45 day consultation period. The notice period is dependent on individual contracts of employment but will not be less than the statutory minimum of one week for each completed year of service.

If I am a member of the Trade Union do I have to be accompanied by a Trade Union representative, or can I be accompanied by a work colleague if that is my preference?

It is your own choice whether you wish to be accompanied by a Trade Union representative (if you are a member) or by a colleague. If you wish to be accompanied you should contact your trade union or work colleague direct. Trade Unions are aware of when consultation will begin and they will allocate resources accordingly in advance of your request. You must advise your line manager in advance if you intend to have a Trade Union representative or colleague in attendance at the meeting. Managers will be as flexible as possible if you change your mind and decide that you do/do not wish to be accompanied.

What is a 'preference sheet' used for?

During some organisational change programs staff are asked to complete a preference sheet to record their preferred option, whether that be to secure an available post in the business area, apply for VR/VER or relocate to another area.

Preference sheets facilitate meaningful consultation and will be used by the Project Lead and P&D representative to consider what may or may not be a suitable alternative for staff within the business area. However, decisions regarding whether preferences can be accommodated are subject to wider considerations and cannot be guaranteed.

Have all new and amended posts in the proposed structures been job evaluated?

All proposed job descriptions have been evaluated by the Job Evaluation team.

I have a temporary fixed-term contract and have the right to revert back to another post. When the new structures are being populated will I be considered in the selection pool for my substantive post or my current temporary post?

You will be formally consulted in relation to impacts on your substantive post, as appropriate.

Can I appeal a decision made by the project team?

Where it is not possible to implement an alternative proposal you have suggested, you will receive an explanation of why the counter proposal is not being progressed but there is no right to appeal.

Match-in and Ring-fenced Recruitment:

Who decides if you are ring-fenced?

The Project lead, along with a People & Development (P&D) representative, reviews every role profile affected within a business area and decides which roles you are eligible to compete for based on the essential criteria and your substantive role.

Will I be excluded from the ring-fenced recruitment process if I have already submitted an application for VR/VER?

If you confirm during your individual consultation that you wish to continue with your VR/VER application then this will be taken into consideration and you **may** be excluded from the ring-fenced recruitment process. However, you must appreciate that other colleagues may also have submitted a VR/VER application, therefore, any decision about which VR/VER application can be supported (and which staff exempted from the ring-fenced recruitment process) can only be made once all the individual consultations have been concluded. Management must also ensure that all posts subject to ring-fenced recruitment are filled before supporting any applications for VR/VER. If you no longer wish to be considered for VR/VER then you should confirm this at your individual consultation meeting.

Redeployment:

How do I apply for backfill posts while I am in the redeployment pool or am potentially displaced?

You can apply for advertised posts by submitting the Internal Recruitment Application Form to the P&D representative assigned to you.

I am deemed to be 'potentially displaced' - at what point can I no longer apply for backfill vacancies?

You are eligible to apply for backfill vacancies while in the redeployment pool or while you are considered potentially displaced in your current structure. If you successfully apply for a post you must still be potentially displaced at the point your trial period commences to continue with the recruitment process. If, at this point, you are no longer 'potentially displaced' (for example, through securing another permanent post), then we will no longer be able to progress with the recruitment process under the 'potentially displaced' status.

What happens if I take a redeployment post which reduces my hours of work?

If you agree to take a redeployment position which reduces your hours of work from your substantive hours, you will be paid for the actual hours worked. Any pay protection will be pro-rated based on the actual hours worked in the new temporary/permanent post.

What roles are suitable alternative ones for me?

Jobs which you can be redeployed to include:

- true vacancies, both permanent and temporary; and
- backfill posts.

True Vacancies

These are vacancies which are created naturally through other staff moving on to new roles or leaving the organisation etc. These vacancies are usually open to all staff, however, if you are potentially displaced, or your post has been made redundant, then you are given priority as long as you meet the essential criteria for the post. This applies whether a post is advertised internally or externally.

While it is preferable that you apply for permanent posts, temporary roles are also considered suitable alternative employment.

Backfill posts

These are posts which are still needed in the structure but the jobholder undertaking the role wishes to leave the organisation. These posts need to be backfilled by redeployees before the jobholder can be considered for VR/VER.

Backfill posts are marked on the vacancy list with a 'BF' prefix. They are usually advertised until an application is received and then a two week closing date is set. Once a backfill post has been advertised for six months without being filled it will be reviewed to determine whether the advertisement should continue. If there are comparable vacant posts within that same business area they will always be filled before backfill roles. Backfill vacancies may also be affected by organisational change within that business area.

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It is your responsibility to regularly review the online vacancies and actively apply for alternative posts while you are in the redeployment pool.

If you meet the essential criteria and are considered competent for a role (or could be following re-training) you will be assessed for the post in advance of any candidates who are not part of the redeployment process. This may include being interviewed depending on the individual circumstances. You will then be appointed to the post as long as you successfully demonstrate competence during a trial period.

What is a trial period?

Trial periods allow both yourself and the division or department to assess your suitability for a role. The manager for the new role will set out a reasonable trial period length. This will normally be four weeks and will begin on the day you start the new role. Depending on training needs, the trial period can be extended for up to a further eight weeks (to a maximum of 12 weeks) if considered necessary.

The division/departmental management should inform P&D of the outcome of the trial. If management feel the trial period has not been successful they must write to P&D evidencing why they feel you are unsuited to the role.

If a trial period has been unsuccessful you will return to the redeployment pool and will be assigned other appropriate work until a further trial period begins.

What if I want to refuse a post after my trial period?

It is recognised that you may have legitimate reasons for feeling a post is unsuitable. If P&D agree that these are reasonable you will be supported in seeking an alternative post through the redeployment process.

If P&D considers you have been unreasonable in claiming the post is not suitable, this could mean you have breached your redeployment agreement and the following process may apply.

- An independent manager will investigate the circumstances.
- If it is considered there is evidence that you have failed to comply with the terms of your redeployment agreement the case will be progressed to a hearing.
- At the hearing a manager or Head of Department will consider all relevant factors in the situation. If it is agreed that you have breached your redeployment agreement they will then recommend appropriate action. This may involve asking you to attend a dismissal meeting in order to progress termination of your contract based on unreasonable refusal of suitable alternative employment. Dismissal in this situation would result in full notice being given but no redundancy payments will be made. You will receive an outcome letter with full evidenced reasons for the action taken.
- You will have the right to appeal this action. Appeals must be lodged within 14 calendar days of receiving your outcome letter.

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- An Appeal Hearing will be arranged by a Senior Manager/Officer. You have the right to be accompanied by a Trade Union representative or a work colleague at your appeal hearing. It is your own responsibility to arrange this.

What happens to my salary while I am in the redeployment pool?

For information regarding the pay and allowances you will be entitled to while in the redeployment pool see the Pay Protection procedure.

What happens if I secure a temporary post?

If you secure a temporary budgeted post you will continue to be classed as 'potentially displaced' for the duration of the contract and will continue to receive primacy for new permanent roles. While undertaking a temporary role you should still actively apply for permanent, suitable alternative roles which become available.

While in the temporary post, your salary and terms and conditions will change to those attached to the temporary post. If your temporary post is one grade below, you may be entitled to pay protection should you meet the criteria outlined within the Pay Protection procedure. When your temporary contract comes to an end, you will return to the redeployment pool, if it is still available, on the terms and conditions of your **substantive** post.

What if I want to apply for a higher graded post?

If you meet all the essential criteria of the promoted post you will be progressed to selection interview stage.

You will be interviewed and scored within the normal selection procedures to ensure fairness to all staff who wish to be considered for promoted posts. If your application is successful in a higher graded post, you will receive a letter outlining the details of your trial period and will receive the salary attached to the new post from day one of your trial. If you successfully complete the trial then you will receive a new contract of employment for the post.

If the trial period is unsuccessful you will revert to the redeployment pool, if it is still available, and future pay protection will remain unaffected.

What if I want to apply for a lower graded post?

You may wish to apply for a lower graded post than your current one to widen the pool of potentially suitable roles. In this case you will be progressed to selection interview stage if you meet all of the essential criteria for the role or if you would with reasonable training. If your application is successful for a role which is one band below your substantive post, then you will receive a letter advising of the trial period plus the basic details of your new post in the first instance. If you successfully complete the trial you will receive a new contract of employment for the post. The contract will commence on the date that you began the trial and the pay protection will also start from this date.

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If, however, you apply for a post which is more than one salary band below your substantive post, you will not be entitled to any pay protection. You will receive a letter advising of the trial period plus the basic details of your new post and you will retain your substantive salary and conditions of service for the trial period. If you successfully complete the trial your new terms and conditions of employment will commence at the end of the trial period. It should be noted that where the trial period is paid at a salary higher than the new post any overpayment will not be recovered at the end of the trial. Wherever possible you will be placed on the highest point of the scale for that post when appointed to a lower graded post.

If the trial period is unsuccessful, you will revert to the redeployment pool, if it is still available, and future pay protection will remain unaffected.

What if I am on adoption, maternity or shared parental leave while I am a redeployee?

If you are on adoption, maternity or shared parental leave the organisation will consider you for suitable alternative posts in advance of other redeployees who are not on those types of leave. However, while you are on leave you should still continue to apply for suitable alternative roles where possible.

What happens to my pay protection if the post I am redeployed to is also impacted by organisational change?

Information regarding this is available within the Pay Protection procedure.

What work will I undertake while I am seeking redeployment?

While you are in the redeployment pool P&D will allocate meaningful work to you. This may include you being assigned to work on a particular project which is appropriate to your grade, skills and experience. The information you provide on your Personal Profile for Redeployees Form (102-001) will enable P&D to identify suitable work or projects for you. You will be assigned a suitable manager while you are carrying out this work.

If you have applied for, or been allocated to, a project you cannot apply to work on a different project until you have been informed that your current one is coming to an end or it is within four weeks of its natural conclusion.

When you have completed your work on a particular project a P&D representative will meet with you to discuss your next options and to update your Personal Profile with any new skills and experience.

What if I decide I would like to apply for VR/VER while I am in the redeployment pool?

You can still apply for VR/VER, however, to receive the enhanced package you must submit your application by the last day of your initial 12 weeks in the redeployment pool. Your Note of Interest (NOI) will be progressed through the National Voluntary Release Panel (NVRP) and you will be notified of the outcome as soon as possible.

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We will aim to confirm your release within a time period which is similar to your contractual notice period.

If you apply for VR/VER after more than 12 weeks in the redeployment pool you will still be considered for release but will not be entitled to any enhanced package. You can take up to two weeks annual leave in your first 12 weeks in the redeployment pool and it will not count towards the 12 weeks period of entitlement to the enhanced package. If you are undertaking a trial period in a new role, or are on maternity, adoption or shared parental leave, this is also excluded from the 12 weeks period of entitlement to the enhanced terms, however, absence due to sickness is not excluded. If you decide to apply for VR/VER you will still be expected to participate in the redeployment process while working your notice period.

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Appendix D

Organisational Change Implementation Process

