

POLICIES FOR MANAGING WORKFORCE CHANGE

1 EXECUTIVE SUMMARY

This report advises Members about the Council's policies for managing workforce change, which comprise policies for redeployment and restructuring, together with a statement of intent to re-skill and retrain employees for change and an over-reaching policy statement about how the Council will support workforce change.

The policies are attached as Appendix A (Managing Workforce Change Policy), Appendix B (Restructuring Policy), Appendix C (Redeployment Policy) and Appendix D (Re-skilling statement of intent).

2 BACKGROUND AND PROPOSED POLICY

The Council has had policies in place to manage workforce change for many years, which were in the main detailed in other policy statements (for instance the policy for redundancy and retirement).

Given the scope of change experienced within local government and given recent changes to employment legislation it is an opportune time to review and update the Council's workforce change policies and to lay them out in simple transparent policy documents.

This has culminated in the production of the following 4 documents, which are attached as appendices A to D:

- Managing Workforce Change Policy
- Restructuring Policy
- Redeployment Policy
- Re-skilling statement of intent

A copy of the documents are attached, however I have highlighted the main developments:

Managing Workforce Change Policy

This is an over-reaching document which pulls together the policies for managing workforce change and explains their rationale. In summary the policies transparently lay out how services will be reorganised, how employees will be consulted along with their trade union representatives and how the Council will retrain and re-skill employees so that they are comfortable and successful in the new roles of the future.

Redeployment Policy

Previously information about redeployment was contained within the retirement and redundancy policy.

The redeployment policy, updates the Council's redeployment arrangements as follows:

- Previously the policy provided for a four week trial period in a new role to enable both the employee and the new manager to undertake an evaluation of the role and to allow time for reasonable retraining. This was often seen as too short and I have taken the opportunity to extend the period up to a maximum of 13 weeks, where necessary. This will enable a fuller opportunity for retraining and increase the prospect of the Council successfully redeploying employees.

The policy was previously silent as to how long an employee could remain on the redeployment register this however has been updated so that after six months on the register a review meeting will be held involving the employee and their manager to consider alternatives to redeployment.

The provision for a review, where an employee declined 2 offers of suitable alternative employment remains unchanged.

This process will help to provide a limit as to how long employees can remain under redeployment arrangements and should engender a positive culture towards redeployment amongst both management and redeployees alike.

- Where an employee is being considered for redeployment as the result of an Occupational Health recommendation the new policy sets a time limit of 12 weeks on the redeployment register before their continued long term inability to undertake the duties of their substantive post is considered under the Council's Capability Procedure.

In order to optimise the level of redeployment within the Council and to support the level of organisational change which will inevitably arise from service re-engineering and the forthcoming Efficiency Plan, a Corporate Redeployment Officer has been appointed on a temporary basis, within the Corporate Human Resources Team. The post is responsible for the coordination of redeployment, employee profiling, and the vetting of posts prior to advertising in order to match and redeploy at risk staff to available posts as they arise. Vacancies will not therefore be externally advertised until we are satisfied that we can not redeploy an existing employee to it.

Restructuring Policy

The restructuring policy clearly lays out the need to properly consult employees and their trade unions about workforce change and lays out the steps you would work through in implementing a new structure.

Re-skilling statement of intent

This provides a firm commitment on the Council's part, to support and re-skill / retrain employees in order to help them to successfully respond to change and to work in new ways.

Guidance Notes

A set of Manager's Guidance Notes have been produced to supplement each policy. These provide practical advice and guidance for managers to assist them in implementing the policies.

3 FINANCIAL AND STAFFING IMPLICATIONS

There are no specific implications arising out of this report.

4 EQUAL OPPORTUNITIES IMPLICATIONS

Equal opportunities are an important consideration when using these policies. They have been developed on the basis that there is no in built bias towards any groups or individuals.

5 RECOMMENDATION

That Committee note the report.

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