

## **Management Review 2011 Procedure for filling posts**

### **Background**

The Council's existing protocol for selection into posts following structural review outlines general principles that will be adopted at times of review. It is written to work within the general policy framework of the Early Retirement and Redundancy Policy which deals with the general principles for the management of vacancies and redeployment opportunities.

The Early Retirement and Redundancy Policy states that, "If it is likely that a process of selection for redundancy is necessary then a fair and equitable set of criteria will be established. These will be different depending on the circumstances of the redundancy situation and will be subject to consultation with employees and trade Unions."

The following procedure has been drafted to define how posts will be filled for the current Management Review. Where vacant posts are to be advertised internally only, it is proposed that application is limited to potentially displaced employees only in order to try to minimise the potential for redundancy.

### **Procedure**

1. A new senior management structure for the organisation is proposed. The model is based on "Corporate Director" posts to which report formally identified "Service Manager" posts. Where existing posts are proposed for deletion under this new model, all post holders will be informed.
2. All current Head of Service posts are to be deleted. Newly-created Corporate Director posts will be advertised internally in the first instance, and opportunity for application will be ring-fenced to existing Heads of Service who are potentially displaced. Expressions of interest for the vacant posts will be invited. Where there is competition for a post, an appropriate and full selection process will be applied; where there is no competition, a shortened process may be applied. Selection will be made by the Appointments and Conditions of Service Committee.
3. If any Corporate Director post remains unfilled following the selection process, these will be openly advertised externally and internally. Processes particular to statutory functions (such as Section 151 responsibilities) will be observed.
4. Following the internal selection process to determine the filling of the Corporate Director posts, recruitment will begin for vacant or newly-created Service Manager posts. These will be advertised internally in the first instance, and opportunity for application will be ring-fenced to all employees who are potentially displaced through the proposal. At this stage, there will be no "slotting-in" process and there will be no preference given to employees displaced from a

more senior tier within the organisation. (Existing Section Head posts that are occupied and for which there is no grade change proposed will not be opened for competition and the existing post holder will remain in post.) Expressions of interest for the vacant posts will be invited. Where there is competition for a post, an appropriate and full selection process will be applied; where there is no competition, a shortened process may be applied. The selection panel will be determined by the Chief Executive.

5. Any vacant posts at a level below the new Service Manager posts and not already advertised will initially be advertised internally only and will be ring-fenced for application from potentially displaced employees.
6. At the end of the complete cycle of the competitive recruitment process, any Heads of Service, Section Heads or other employees that remain displaced will be assessed in terms of their suitability against any remaining vacant posts. Suitability will be determined by a relevant Corporate Director or the Chief Executive, by reference to the person specification for a vacant post. The displaced officer will need to meet all essential criteria or be able to meet such criteria within a reasonable length of time as determined by the Chief Executive or Corporate Director. If more than one displaced officer appears suitable, a competitive process will be applied. In the event of the Chief Executive or Corporate Director believing that there may be a possible suitable match of employee to post, but with some uncertainty, a trial period of at least four weeks in the post will be offered.

Where a vacant post appears suitable and is without competition from other displaced officers and is at the same or lower pay band than the displaced officer, the officer will be "slotted in". The Pay Protection Policy in force at that time will apply. Where a post appears suitable for a displaced officer and is without competition from other displaced officers and is at a higher grade, a reduced selection process may be applied.

7. If it becomes apparent during, or at the end of the cycle of recruitment and selection that, in the view of the organisation, no suitable post remains for an employee to compete for, or be considered for redeployment to, then notice of redundancy will be served on that officer and the procedures identified in the Redundancy and Early Retirement Policy will be applied.
8. Any remaining vacant posts at the conclusion of the exercise will be advertised externally and internally. Displaced Heads of Service or Section Heads who were unsuccessful in their application for a Service Manager post will not be invited to re-apply for that same post, should any such post be so advertised.