

Assimilation Guidelines

The need for assimilating employees into different roles will mainly occur as a result of organisational change impacting on the staffing structure, and during the redeployment process.

The following guidelines have been introduced to facilitate the assimilation of employees into alternative posts that are comparable with their existing roles and competencies, in a way that provides fairness, consistency and transparency.

Where an organisational change is made, resulting in a new structure, a process of job matching and allocation should be applied which in general terms assesses the degree of overlap between existing and new job descriptions and person specifications. It is important to note that this exercise focuses on the similarity of the job roles, NOT the skills and abilities of the individuals carrying out the job roles.

Where an assimilation exercise is necessary to facilitate redeployment, in general terms, an employee's suitability for a vacancy will be assessed by considering the degree of overlap between the vacancy job description and person specification, against the skills, experience, qualifications and knowledge of the employee.

Job Matching

Where an organisational change proposal results in a new organisational or team structure job matching and allocations should be made in line with the following guidance:

- ✚ If not already identified through collective consultation, an initial assessment should be made of who is to be included within a 'pool' which will subsequently consider them as part of the job matching process for a particular role.
- ✚ Employees should then be consulted on a one to one basis to explore their preferences and alternative options (1st consultation meeting) before the matching and allocation process is undertaken. The overall aim is to ensure that both the assessing manager and employee have discussed and agreed the range of roles to be considered as part of the job matching process.
- ✚ Following the 1st consultation meeting, employees will have five working days in which to inform BDC of additional roles within the new structure that they wish to be considered for, as part of the job matching process. These additional roles would normally be within one grade variance, higher or lower, of their existing role.
- ✚ Jobs in the new structure should generally be filled on a top down basis and allocations to lower levels should only be made once this has been achieved. This

should enable any potentially displaced employees to register an interest in a lower level post albeit without any priority over lower grade staff.

- ✚ A desktop job matching exercise should be undertaken to allocate individuals to the new structure. Job matching criteria have been identified as the overlap between the skills, experience, qualifications and knowledge of the current job description and person specification, and the new job description and person specification. The desktop exercise will identify those new roles where there is more than one employee who has a match, for which a selection process may need to be undertaken. Equally it will highlight those new roles for which there are no matches.
- ✚ Although it is not practically possible to be absolutely precise on the degree of overlap between new and existing job descriptions and person specifications, in general terms a comparison of the old and new role should fall under the following categories:

a) Total Match

If a job within the new structure totally matches an employee's existing job description, and there are no other people matched to this job, they should be offered the role.

If there is more than one total match, a competitive selection process should be arranged to determine who is to be offered the role.

b) Close Match

If a new job is created which closely matches an employee's existing job description and person specification, and there are no other people matched to this role, they should be offered the role.

If there is more than one close match, a competitive selection process should be arranged to determine who should be offered the role.

c) Potential Match

If a new job is created which offers a potential match to an employee's existing job description and person specification a selection process should be arranged.

d) Significantly Different

If a new job is created which is significantly different to an employee's existing job description and person specification, they will not be in scope for a subsequent selection process.

The sequence for any competitive selection process should be total matches assessed together, and then close and potential matches assessed together.

If there are more new jobs than people matched, employees currently on the redeployment register will be considered for the remaining new jobs, prior to normal recruitment processes.

Matching and allocation criteria, along with a pro forma Matching / Allocation Form, are available at the end of this section.

Following the desktop job matching / allocation process, the 2nd individual consultation meeting should be arranged to inform the employee of the matching / allocation outcome. The job matching / allocation form should be discussed at this meeting.

The employee should be given a copy of the pro forma Notification of matching / allocation options for 2nd consultation meeting (available at the end of this section) at the end of the 2nd consultation meeting.

Employees should be given at least 10 working days from their 2nd individual consultation meeting to consider and decide which options they wish to progress. This should be confirmed in writing to the HR Adviser co-ordinating consultation, and may include the employee deciding:

- ✚ to progress through the matching / allocation process for a job they have been identified as being in scope for or;
- ✚ to appeal through the grievance procedure if their matching / allocation assessment was that they are not in scope for any post
- ✚ to pursue an application for voluntary severance or early retirement as applicable
- ✚ to pursue redeployment opportunities, if they are not in scope for any roles

Where a competitive selection process is to be held for a new job in the structure, offers should be made on the following basis:

- ✚ after the selection process employees should be ranked in order of their performance at selection;
- ✚ appointments should then be offered on the basis of rank order of candidates' selection performance

Remuneration

If an employee is offered a post within the new structure which is graded at a lower level than their substantive post, their pay will be protected for a maximum of eighteen months at full protection and eighteen months protection at 50% of the difference between their new and old pay rates. No salary increments will be awarded during the protection period. In the event that the pay rate for the new post increases to the protected rate of the employee, through annual increments or by other means, then the protection arrangements will cease.

The protections of earnings time period will commence from the first date of employment within the new post, and will, where applicable, include any trial period. Once the protection period has been exhausted, the employee will receive the substantive salary for the job.

Redeployment Matching

Following their redeployment meeting, employees on the Redeployment Register will be matched against all BDC vacancies to ascertain whether there is a reasonable match between the employee and the vacancy, and the potential for redeployment. In general terms, an employees suitability for a vacancy will be assessed by considering the degree

of overlap between the vacancy job description and person specification, against the skills, experience, qualifications and knowledge of the employee.

Although it is not practically possible to be absolutely precise on the degree of overlap between the vacancy requirements and the employee's attributes, in general terms the comparison should fall under the following categories:

- a) Total Match**
If a vacancy totally matches an employee's attributes, and there are no other people matched to this job they should be offered the job on a redeployment basis.

If there is more than one total match, a competitive selection process should be arranged to determine who is to be offered the role on a redeployment basis.
- b) Close Match**
If a vacancy closely matches an employee's attributes, and there are no other people matched to this job, they should be offered the job on a redeployment basis.

If there is more than one close match, a competitive selection process should be arranged to determine who should be offered the role on a redeployment basis.
- c) Potential Match**
If a vacancy offers a potential match to an employee's attributes a selection process should be arranged.
- d) Significantly Different**
If an employees attributes are significantly different to those required by the vacancy, the employee will not be in scope for redeployment into the vacancy.

The sequence for any competitive selection process should be total matches assessed together, and then close and potential matches assessed together.

Redeployment Matching criteria, along with a pro forma Redeployment Matching Form are available at the end of this section.

Following the desktop redeployment matching process, a member of Human Resources should meet with the employee to inform them of the redeployment-matching outcome.