

Workforce Change Policy

TBC April 2025

Introduction

Purpose

This policy sets out how we will manage changes that affect our employees in accordance with our legal obligations. We are a flexible, modern and proactive organisation and may need to change the way we deliver our services.

Improvements can have inevitable workforce implications as we consider new ways of working to make best use of our workforce and its resources. We will do this through partnership working with the trade union to make sure employees are treated fairly and equitably under the policy. The aims of this policy are to:

- respond to the needs of the organisation
- define the steps for managing workforce change
- promote partnership working between the SSSC and affected employees to achieve mutually agreeable change wherever possible
- achieve job security as far as possible.

HR advice should be sought at the outset of any change process to make sure due process is followed and support provided.

This policy is for use where we have identified potential significant changes that have an impact on employees. These changes are most commonly about changes to posts or to terms and conditions. The appendix describes how we choose who performs a given job when changing posts.

Minor changes to line management, team structure or type of work are not workforce change. These types of changes will be discussed between a manager and employee and do not require consultation and agreement unless it can be clearly demonstrated that these have a significant impact on an employee. Please note, a preference for working with certain staff is not considered a significant impact. An employee cannot raise an appeal in response to these decisions. Where an employee requests a change of working pattern, this should be managed using the Flexible Working and Career Break Policy.

The Workforce Change Policy will not apply where:

- the changes relate only to the creation of new posts providing these do not significantly change the remit of existing posts
- we are updating role profiles and the changes are minor and do not significantly change the core purpose of the role.

Any workforce change involving redundancies will comply with the [ACAS](#) steps for managing redundancies.

Scope

This policy applies to all current but not former temporary and permanent Scottish Social Services Council employees, including the Chief Executive and Executive Management Team (EMT) members. This policy does not apply to current or former Conveners, Council Members, agency workers, legally qualified chairs, panel members or assessors.

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1. Policy details

1.1 What is workforce change

This policy defines the steps we will take to make sure change is fair, transparent and complies with our statutory obligations. It also reflects our continuing commitment to working in partnership with employees and our recognised trade union. It sets out how we will deal with significant change when it affects many employees and / or is likely to have a material impact on terms and conditions.

Workforce change can be limited to one type of change or involve many changes simultaneously. It can include changes to working practice, working pattern, hours of work, organisational structure, the work undertaken or the number of employees carrying out that work. Any of these can result in structural changes, employee transfers, changes to terms and conditions and or voluntary redundancy.

1.2 Equality matters

We will deal with any workforce change in line with our [Equality, Diversity and Inclusion Policy](#). This means we will assess our change proposals using our equality impact assessment tool. The equality impact assessment tool will start during the planning and informal consultation stage. This tool helps to identify any unintentional impacts of the proposed change on our employees, registrants and any other key stakeholders. If a negative impact is identified we will consider, wherever possible, alternatives to reduce or remove the negative impact.

1.3 Consultation framework

In line with the principles set out in our Partnership Agreement, we are committed to building and promoting good employee relations. Any changes to terms and conditions will be discussed and agreed at Partnership Forum. Employee views matter as they have the knowledge and experience to know what really works and we are committed to engaging with the Partnership Forum fully to facilitate change in the most effective way possible.

As part of the Partnership Agreement with the trade union, the framework we follow for workforce change is:

Low impact

Examples include reallocation of work between teams, team moves and or temporary changes because of long-term sickness. A working example may be "moving 2 Registration Assistants from Team 3 to Team 4" or "reassigning Team 5's Registration Assistants to Team 1's manager if Team 5's manager was off on long term absence" or deploying staff on a temporary basis to focus on certain elements of the role to manage demand. A team is presumed to be any team under the same director.

This type of change does **not** require any discussion with the Partnership Forum. These are management decisions to be discussed with employees.

These changes are approved by an OMT member.

Medium impact

This occurs where we are creating new roles or deleting old ones but nobody is facing redundancy. There is no change that will result in anybody losing their job or being displaced but the change could have an impact on the workforce. Examples might be “not replacing a manager role so more people will be managed by a different manager” or “introducing a new role that dilutes the work of others”. This may need some level of **discussion** with the Partnership Forum in the interests of partnership working. This will typically take the form of notification of the expected change and an invitation to discuss the matter.

These changes are approved by the Director.

High impact

This occurs where the change results in roles being removed and therefore employees being displaced. It would only be applicable for permanent employees because temporary contracts ending is routine day to day business (where temporary contracts are ended prematurely they would be included). This is where we will **consult formally** with the Partnership Forum.

These changes are approved by the Director following discussion at EMT.

1.4 Types of workforce change

There are four types of change:

- employee moves
- substantial changes to job content
- changes to terms and conditions
- voluntary redundancy.

Employee moves

Employees can be transferred consensually between Directorates and Teams based on identified operational or organisational need provided there is no gain or detriment to individual employees. This will increase the flexibility of our workforce and support future challenges.

When an employee’s post is moving to another part of the organisation we presuppose that the employee moves with the role or tasks. Employees are required to transfer post where the post they are moving to is the same as their current role in terms of grade and core duties.

We provide employees with reasonable notice of any intended move as we appreciate that this may have an impact on employees particularly those with caring or other responsibilities. Reasonable notice will be four weeks unless otherwise agreed.

Where only some of the posts are moving or not all postholders are required to move, the Manager leading the change process will, wherever possible, seek volunteers and try to reach agreement for transfer from the affected group. If agreement cannot be reached, a selection process will be followed to identify employees for transfer that best meet the operational needs.

Employees do not have a right to request a voluntary transfer. In accordance with our Resourcing Policy, any employee wishing to change their role must apply for vacancies through the normal recruitment and selection procedures.

Substantial changes to job content

A substantial change to the job **content** of posts and roles is a high impact change. Substantial changes are 25% of the job or more. This can result in employees being matched into a different job.

In this situation, we consult using this policy and the Job Matching guidance in the appendix to appoint employees to different roles. Employees who are being matched to a job have preference over other candidates (unless those other candidates have separate legal rights eg are pregnant, have a disability).

Changes to terms and conditions

This change applies where a proposed change to service delivery or structure may result in variations being made to terms and conditions of employment as a means of achieving business efficiencies. The range of contractual provisions that can be varied are broad but could commonly include changes to contractual hours and working patterns.

Where we want to change terms and conditions of employment we will consult with employees and seek their consent before we make any changes to an existing term or condition of the employment contract.

We are committed to exploring all appropriate measures with the Partnership Forum to mitigate the effects of change. Such measures may include changes to terms and conditions of employment. The agreed route to make any changes to terms and conditions is through our Partnership Forum.

During the consultation period, efforts will be made to secure the agreement of employees to the changes to their terms and conditions of employment which are being proposed. As a last resort, if there is no agreement is reached following the conclusion of consultation, we may have to serve the appropriate contractual notice on employees of the variation and / or offer to re-employ on new terms and conditions.

Voluntary redundancy

There is a separate policy for [Retirement and Severance](#) which should be referred to if this is an option available to employees through workforce change.

1.5 Business case

For low and medium impact changes, no business case is required. The head of department or nominated deputy will notify the employee of the expected change and invite the employee to discuss the matter.

The relevant Director, in discussion with EMT, and with support from HR, will develop a proposal for any **high impact** changes being considered. This will include the business case for the proposed changes and a proposed implementation plan (ie the consultation process and any subsequent implementation). The proposal will be shared with the Partnership Forum as early as possible in the process.

Discussions between senior managers and trade union representatives will focus on the proposals and reasons for the structure change.

The scope and detail of a business case will vary and is appropriate to the level and anticipated impact of the proposed change. The business case will typically include (though is not limited to) the following information:

- current organisation chart
- proposed organisation chart
- list of new roles (inc the number of proposed employees)
- list of substantially changed roles (inc the number of employees)
- list of roles removed from establishment (inc the number of employees)
- list of roles which remain unchanged (inc the number of employees)
- proposed method of selection (where applicable)
- reason(s) for change
- proposals and options considered (including reasons for discounting them)
- impact analysis of options
- cost / benefit analysis
- risk assessment
- timescales and key dates for consultation
- implementation plan
- financial summary
- draft equality impact assessment.

Additional statutory requirements will apply where ending employment is being proposed (ie method of carrying our dismissal, timescales, method of calculating redundancy payment, use of agency workers). As part of such a proposal, we will explore all options for reducing or avoiding redundancies including but not limited to:

- limiting the refilling of posts when staff leave;
- restrictions on recruitment;
- opportunities for secondments across the organisation;
- seeking volunteers for job-share or part-time work;
- retraining existing staff to cover any skills gaps;
- fixed term work to cover fluctuations in staff resource requirements;
- redeployment of staff, within their contract of employment, to suitable alternative employment;
- seeking volunteers for voluntary redundancy or early retirement;
- other cost saving measures that preclude the need for redundancy.

When preparing a business case, the relevant director will arrange time with the Partnership Forum to present the business case and share a copy immediately afterwards. Collective consultation starts once the business case is shared with the Partnership Forum.

The business case must identify sufficient time for the completion of any collective and individual consultation and any specified statutory and notice period (if necessary) prior to the proposed change taking place.

1.6 Formal consultation

For high impact changes we consult collectively (ie with our recognised trade union) and individually (ie with the impacted employee) on the proposals.

The purpose of consultation is to share the proposed workforce change to seek feedback and consider any concerns. Where there are concerns, we must consider these and work

with employees and the Partnership Forum to seek alternatives and other forms of assistance which may lessen the concerns.

The formality and activities carried out during consultation must be appropriate to the proposed workforce change. Where possible informal consultation routes are adopted. Consultation may involve, but is not limited to, employee briefings and the option of individual meetings.

Collective consultation Wherever possible we will consult on any high level organisational change for up to a maximum of 90 calendar days based on the number of employees affected. In some situations, this will not be possible, but we will consult for no less than 30 calendar days.

We collectively consult with our Partnership Forum on the business case, and in particular, on:

- proposals for change
- reason for change
- communication plan with employees
- considering counterproposals
- approach to implementing any change.

Such consultative meetings normally take place outwith of the normal Partnership Forum meeting schedule. A record of each meeting will be maintained and a summary notified at the next Partnership Forum meeting.

Individual consultation (directly impacted)

We are committed to consulting with individual employees where there is an impact for them. We will usually announce any changes to individual employees through a group meeting and conduct individual consultation meetings thereafter. Employees are required to attend and participate in such consultation meetings.

We will explain:

- the reason and rationale for the proposed changes
- what we see as the impact on the employee
- carefully consider any response to the proposed changes
- carefully consider the impact on the employee of the proposed changes
- seek to respond to any queries the employee has
- seek agreement on the proposed changes (where applicable).

We will also remind the employee of the range of support that is available. Employees can be accompanied by co-worker or union representative at such meetings. Employees can respond to the consultation either in person or via email and should aim to do so in good time.

Individual consultation (indirectly impacted)

During times of change our focus is on those who are most impacted by the changes. We are alert to the needs of keeping those indirectly impacted informed and up-to-date with the changes. We will normally do so by either providing a Teams update or broadcast and will always offer the opportunity for those indirectly impacted to make representations to the decision maker.

End of consultation

At the end of the consultation period, we will confirm the outcome and finalised new structure to the employees affected and their representatives. The relevant Director is responsible for updating EMT of any changes to the business case prior to such communication.

Agreed feedback from employees and the Partnership Forum will be incorporated within an updated business case, as well as any changes confirmed through the matching process or identified through the Equality Impact Assessment process.

We are committed to securing the agreement of employees and their representatives where workforce change is proposed. Where agreement is not reached by the end of the consultation period, it may be necessary to implement the changes proposed or a modified version of them.

Ultimately, the organisation has the right to reorganise as necessary to best deliver services. The outcome of the consultation and the business case on the changes will be notified to the affected employees and their trade union representatives.

1.7 Implementing the changes

We will not normally implement any changes until we have finished our consultation process, however, there may be times where this is unavoidable. For example, an instruction from Scottish Government or a financial reason to do so. In this situation an emergency Partnership Forum meeting would be held.

Following the conclusion of consultation and the sharing of the final business case, we will implement the change identified.

Where a contractual change is necessary but has not been agreed by the employee, a contractual variation will be issued at this point. This may be a notice of the variation or a notice to dismiss with an offer of reengagement on the new terms. Employees have the right to appeal such a decision and this will be confirmed to them in writing. Contractual variations are issued by Human Resources. To make sure of the success of the changes, support should be planned and discussed with employees. The lead manager is responsible for ensuring that employees, once in the new structure or operating under the new terms, have a clear and shared understanding of their revised roles and responsibilities and that any necessary briefing and training is provided. Managers will receive support from HR to help them in this.

1.8 Appeals

Employees have a right of appeal against any contractual change imposed on them. Employees wishing to appeal must lodge their written appeal with the Head of Human Resources, within 14 calendar days of being notified of the contractual change and state their grounds of appeal and preferred outcome.

Where appeals cannot be heard within the implementation timescales, the changes will continue to be implemented.

Where an employee(s) submits an appeal or indicates an intention to do so, management and the trade union will consider the circumstances of the case to establish if the issue can be resolved without progressing to a formal appeal hearing. At an appeal hearing, the

employee and any Companion (ie co-worker or trade union representatives) will have the opportunity to put forward their case and to present evidence to support their view.

Appeals will be heard by a Director. In the case of a Director making an appeal, the appeal is heard by an Employment Appeals Panel.

2. Values

[Our Values](#) guide everything we do. We listen, learn and do the right thing. When applying this policy we require our staff and our managers to treat each other with dignity and respect by acting in accordance with our values.

<p>Recognise and respect others</p>	<ul style="list-style-type: none"> • We will always try to manage change in a consensual way. • We will involve employees, engage with them, and keep them informed throughout the process. • At every stage of the process there will be no discrimination on the grounds of protected characteristics as listed in the Equality Act 2010. • All employees will be treated fairly and consistently under this process and if any employee requires specific support and assistance due to having a protected characteristic under the Equality Act 2010, they will be accommodated appropriately.
<p>Working together</p>	<ul style="list-style-type: none"> • We recognise the value of positive and constructive involvement and participation from the recognised trade union. The commitment to partnership working is confirmed in the Partnership Agreement and is integral to the development and maintenance of harmonious employee relations. • Workforce change will involve engagement with the recognised trade union with a view to seeking agreement. • Employees have the right to be accompanied at formal stages of the policy by a work colleague or a trade union representative. We will allow support at the informal stages where appropriate.
<p>Accept responsibility and accountability</p>	<ul style="list-style-type: none"> • The timescales detailed in this policy may be extended with the agreement of the parties and likely timescales discussed. • Deal with issues kindly, sensitively and showing compassion. • Respecting confidentiality and only sharing information, as appropriate, with relevant postholders.

3. Roles and responsibilities

Council	<p>Council approves this policy</p> <ul style="list-style-type: none"> • Makes sure this policy complies with legislation and does not breach any other statutory requirement placed upon the SSSC. • Makes sure the structure of the organisation is fit for purpose to deliver our objectives. • Makes sure the EMT have in place appropriate and up to date policies and procedures to comply with legislation.
EMT	<ul style="list-style-type: none"> • the overall implementation of the policy and to create a culture in which employees can flourish through interesting and rewarding work • delegating responsibilities related to the policy to Operational Management Team (OMT) and line managers • making sure that managers and employees receive appropriate development, support and training to implement the policy appropriately • making sure that the application of this policy and procedure does not breach any statutory requirement placed upon the SSSC • making sure that changes to people management policies not retained for the specific approval of the Council are reported to the Council on a quarterly basis for endorsement.
OMT	<ul style="list-style-type: none"> • making sure their managers and employees are aware of the processes to be followed within this policy • making sure that employees are treated consistently and fairly, being mindful of the needs of the organisation as well as that of the individual.
Line managers	<ul style="list-style-type: none"> • setting clear standards of behaviour • acting in a fair and consistent way, being open and honest • always acting promptly to deal with issues that arise

- dealing with issues kindly, sensitively and showing compassion
- respecting confidentiality and only sharing information, as appropriate, with relevant postholders
- considering our responsibilities under the Equality Act 2010 and, where appropriate, make reasonable adjustments for any individual who may have a disability or other protected characteristic
- considering any health impact and considering supports such as occupational health.
- providing support to their employees as necessary by providing information directly or signposting employees to other areas of support.

Staff

We expect the highest standards of integrity and conduct from all employees. Employees must comply with the SSSC Code of Conduct for Employees.

Employees, including when acting as a witness, must:

- promptly raise concerns they have to the relevant person
- co-operate fully and promptly with actions under this policy
- with the exception hate speech, recognise and respect that colleagues may hold views you disagree with
- to raise concerns in an appropriate time, place and manner
- treat one another with politeness and courtesy and follow this policy
- treat information in a confidential manner.

Union representatives

- offering advice and support to the employee at all stages of the process
- attending meetings
- helping the employee to present their case or speak on their behalf, but they cannot answer questions addressed to the employee directly
- advising the employee of their rights
- raising concerns where the policy is not applied correctly and fairly
- making sure that the employee is fairly heard at the formal stages.

Human resources

- updating this policy and procedure in line with the agreed schedule, or as changes occur, to comply with employment and other pertinent legislation, best practice and the SSSC people strategy
- developing this process and procedure collaboratively to meet legal and business requirements
- developing template letters, forms and guidance
- offering advice on how to apply the Workforce Change policy and procedure
- making sure the process is followed in line with the policy and procedure
- reminding employees and managers of their responsibilities under the policy and procedure, if required
- monitoring the use of the policy and processes and reporting any non-compliance to heads of department / directors.

4. Further information

4.1 Legislation and guidance

This policy has also considered the following legislation:

- Data Protection Act 2018
- Employment Relations Act 1999
- Employment Rights Act 1996
- Equality Act 2010
- Trade Union and Labour Relations Act 1992
- UK General Data Protection Regulation (2016/679 EU).

4.2 Learning and development

To support the fair and consistent application of this policy, we will ensure full awareness and understanding of the issues relating to workforce change for managers by incorporating training on this policy within line management development programmes and ensure that all managers have participated in such a programme. Refresher training will also be provided.

4.3 Sources of support

We will keep employees informed throughout the process. We will do this in a range of ways to make sure employees:

- are aware of, and understand, the reason for the proposed changes
- understand what will happen during the change process
- know how the proposals directly affect them.

Managers will share information openly as it becomes available during the process. Even if there has been no progress, we will continue to provide updates so that uncertainty, rumour and speculation is minimised. We know that the change process can be very stressful for employees. Managers will support employees as necessary by providing information directly or signposting employees to other areas of support.

Further sources of support include:

- ACAS
- advice and support from trade union representatives
- coaching and mentoring scheme
- day to day support from line managers
- Human Resources.
- relevant corporate learning and development opportunities eg resilience training
- the employee assistance programme
- Unison or other trade union representative

4.4 Related documents

The Workforce Change Policy is not a stand-alone policy and cannot be read in isolation. The policy has strong links to other people management policies and guidance. This is summarised below:

- [Code of Conduct for Employees](#)
- [Equality, Diversity and Inclusion Policy](#)
- Flexible Working and Career Break Policy
- [Recruitment Policy](#)
- [Retirement and Severance](#)

5. Document governance

Document owner/author/lead	Acting Director of Workforce, Education and Standards Responsibility for the policy from 1 April 2025 will move to the Director of Strategy and Performance.
Version number	
Approved by	Council February 2025
Date of next review	February 2028
Date of impact assessment (IA) (mandatory)	February 2028
Date of data protection impact assessment (DPIA) (if required)	N/A

Commencement date	April 2025
This policy replaces	NA
Policy library	Index of Policies and Procedures

6. Appendix

Definitions

Consultation - is a two-way process through which information is shared and subsequently discussed between different parties. Ideally a consensus is reached at the end of the process, however there is no obligation to reach one.

Matching protocol - is part of a restructure scenario to define which methods (eg ring fence, competitive selection criteria) will be used to identify how employees will move across into the new structure and into which positions. It is shared with affected employees and the trade union during the consultation process.

Organisational change - is a structural or managerial change in the way services within our organisation are organised or provided which affects the employment, pay and terms and conditions of service, or roles and responsibilities of employees.

Redeployment - is a process through which eligible employees are considered for suitable alternative employment with us to preserve their employment.

Redundancy – we are committed to the Scottish Government’s no compulsory redundancies policy. We may consider voluntary redundancy / voluntary early retirement if we are:

- downsizing – where the organisation wishes to reduce part of its workplace by a certain amount
- restructuring or reorganisation – where specific posts are deleted from the establishment.

Restructure – is the act of reorganising the operational or service functions, or other structures, of an organisation for the purpose of making it better organised for its future needs.

Data protection

We will process any personal data collected in relation to this policy keeping to our [Data Protection Policy](#) and will record only the personal information required and keep the information only for as long as necessary.

Monitoring and review

Human Resources and the Partnership Forum are responsible for monitoring this policy to make sure that we are fairly and consistently applying it and that we meet the stated principles and values. We review this policy every three years (or earlier if legislation changes) and make appropriate amendments in consultation with the Partnership Forum. We outline minor amendments in the change log and update the version control. Where there are major changes, we will consult more widely and follow the consultation cycle.

Job Matching

This exercise is carried out to inform a business case that is taken to the Director for approval. Job matching is an assessment, by HR of the duties and responsibilities of an employee's current substantive post against the duties and responsibilities of other roles in the establishment.

A successful match is where 75% or more of the skills and level of complexity of a substantive role match the skills and level of complexity of an alternative role. If an employee is not job matched into a suitable post, at the outset of the restructure they will be classed as displaced. They will then be placed on the redeployment register held by the recruitment team. Following the conclusion of the consultation process they will be notified of this in writing by the recruitment team and the redeployment process will begin.

Job matching will consider the following:

- Identification of the pool – a pool contains all job roles directly affected by the restructuring and to which matching needs to be considered.
- The option for employees to express an interest in voluntary redundancy - where this is available and meets business needs.
- Matching – process to look at the degree to which roles in the existing structure match roles in the new structure.
- Slotting – process whereby those employees who have been matched, slot directly across into the new structure because there are enough posts, and no further selection is necessary.
- Ring fence - employees are assigned to a ring fence to give them prior consideration for roles through a competitive selection process. A ring fence is usually necessary where the matching and slotting process cannot fully achieve the outcomes required. There may be more than one ring fence in a restructuring programme. Where an employee is not successful in a particular ring fence, they may move into a different ring fence at appropriate selection. Appropriate assessments, including competency-based interviews, may be used to select employees for appointment to posts in the new structure. Selection will normally be conducted sequentially on a top-down basis, based on the grade of the post. An employee who is not selected for appointment will be considered for any lower graded posts for which they meet the essential criteria.
- Wider recruitment – if posts in the new structure have not been filled by matching or ring fencing then they are opened to the wider workforce.

Matching pool

When there are changes to the structure that results in substantial changes to posts and roles, we will match affected employees into jobs wherever possible. An initial matching exercise will be undertaken to define all roles in the old structure against those in the new structure. It is important to note that decisions on matching are made with reference to an employee's substantive post. This means the process does not consider any other temporary acting up or secondment arrangements.

This exercise will involve the senior manager leading the change exercise with support from HR. This exercise will determine the extent to which there is a match between the duties of the new and old posts and determine the matching pools. This exercise will focus on the similarity of the job roles and not the skills and abilities of the individuals currently conducting the job roles. In other words, it is an objective process that focuses on posts not people.

Job matching criteria will be based on the overlap between new and existing posts which will be identified by reference to the:

- job profile and grade
- role purpose and key activities
- skills, experience, qualifications and knowledge requirements of the current person specification and the new specification.

The outcome of the initial job matching exercise will be to define all roles under the old structure against roles under the new structure.

A direct match is where the duties and responsibilities of the role remain the same or are the same (i.e., more than 75% of the duties of the existing post remain as duties of the post following restructuring). It is therefore assumed that the employee(s) will meet the essential criteria of the person specification.

Where there are the same number or fewer employees performing the duties currently as there are posts in the new structure, the implementation proposal will be to confirm these employees in post without the need for any selection process. Where there are more employees performing the duties currently than there are posts within the new structure, the implementation proposal will confirm the need for a competitive selection exercise to determine who will fill the new post(s).

Ring fenced

If no direct match is identified (i.e., less than 75% of the duties of the existing post remain as duties of the post following restructuring) the implementation proposals will confirm which posts in the new structure are changed or new. These will be filled through competitive selection from the employees in the identified matching pool for the post.

Where the posts which are unchanged, but there are more employees performing these duties currently than there are posts in the new structure, the new posts will be ring fenced to that pool and a selection process will be applied.

Posts which have changed substantially or are new will be ring fenced to the specific team or service area affected by the reorganisation who meets the essential criteria for the post.

Redeployment

An employee whose post in the existing structure has been removed and who cannot be directly matched to a post or is unsuccessful in securing a post in the new structure will be classified as 'displaced.' In this situation, affected employees will be supported to find suitable alternative employment through the Resourcing Policy. A displaced employee will be offered a priority interview where a vacancy is identified as suitable alternative employment. This can include vacancies that remain unfilled at lower tiers in the new structure once the transfer, matching and appointment process has been completed in respect of other employees at those tiers.

Wider recruitment

Where no employees in the affected team/ service area meet the criteria for the post, any resulting vacancies will be advertised through the normal recruitment processes and subject to any resourcing restrictions in place at that time.

Salary protection

Details on salary protection are fully described in our Recruitment Policy.



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