

# WORKFORCE TRANSITION FRAMEWORK

*Information for your move to your  
New Hospital / New Work Base*



*January 2016*

## CONTENTS

	Page No.
1. Introduction	2
2. Approach	2-3
3. Initial Contact	3
4. Matching Process	3
4.1 - Direct Match	3-4
4.2 - Matched Via Preference	4
4.3 - Matched Via Skills Match & Conversation	4
4.4 - Senior Roles – Band 6 and Above / Specialist Posts	5
5. Staff Receiving Protection of Earnings	5
6. Redeployment Process	5
7. Appeals Process	5-6
<b>Appendix A</b> – Direct Match Process	7
<b>Appendix B</b> – Preference Match	8
<b>Appendix C</b> – Skills Match & Conversation	9
<b>Appendix D</b> – Transition Process Flow Chart	10

## **1. INTRODUCTION**

The following information has been developed in partnership with our staff side representatives to support the management of the workforce change process associated with the move to the New Hospital/new work base. This framework sets out to ensure that the processes that are used to move staff to their new work base are delivered within the following principles:-

- Fairness and consistency
- Transparency
- Equality of opportunity
- Development of a balanced and appropriate skill mix within individual areas

Staff will have the right to be represented by a Trade Union/Professional Organisation representative, or accompanied by a work colleague during any formal meeting with their manager and a Workforce Representative.

The framework must be used in conjunction with the Board's Organisational Change Policy and has been developed to help facilitate the changes required at local level, recognising the scale and complexity of the Change Programme.

The framework will apply to affected staff who have a

- Permanent contract
- Fixed term contract
- Secondment contract
- Are on maternity leave
- Are on sick leave

## **2. APPROACH**

An agreed systematic approach will be taken to appoint employees to posts within the new service / structure as a consequence of organisational change. The process for appointing individuals to posts will be fair, just, open to scrutiny and be in compliance with employment law and the requirements of the NHS Staff Governance Standards. This process has been fully discussed with Staff Side partners.

Migration to the new structure will be by a process of matching determined by management and the Workforce & Transition Team. The processes that will be used will be either a

- Direct Match (section 4.1),
- Preference Match (section 4.2) or
- Skills Match and Conversation (section 4.3).

It will also be appropriate to provide employees with the opportunity to state preferences which can then also be taken into account in the matching and selection process.

The matching process, including the composition of matching panels, will be agreed in partnership with local trade union / professional organisation representatives.

The ultimate aim of this process is to 'match' as many staff as possible into posts. This means that where someone is in a post which is required in the new work base, then they will move to that

base carrying out the same role. An example may be an individual, who is now a catering assistant, moving to a new work base and continuing to work as a catering assistant. This of course is dependent on service requirements and any changes to service provision.

As part of this process, individuals will not be able to request any increase or decrease in hours. Any requests that individuals might have, will be dealt with after they have been allocated their new posts. Information will be collated to identify those individuals who currently have a flexible working arrangement in place which has been agreed through the Flexible Working application process. This will be to ensure that these arrangements can continue however, individuals should note that this may require some flexibility on their part to ensure that their flexible working arrangements can continue to be supported by the Organisation.

### **3. INITIAL CONTACT**

The key principle is that all staff will be expected to transfer to their new work base, which in the majority of cases will be the New Hospital, with the remaining staff moving into the vacated Cresswell building once it has been made fit for purpose, or moving to similar posts elsewhere within the Organisation.

All staff will be informed, in writing, that they will transfer to their new work base and will be asked to raise any personal concerns relating to the move at their earliest opportunity to facilitate a formal meeting if required.

All staff will have the right to request a formal meeting with their manager and a member of the Workforce Team to discuss any concerns about the transition process. At this meeting, as advised previously, they have the right to be accompanied by a trade union/ professional organisation representative or by a colleague. However, in line with the Organisational Change Policy, due to the volume of staff impacted upon by this process, group consultation events will be scheduled where staff will be provided with information about the changes and will have the opportunity to ask questions.

### **4. MATCHING PROCESS**

In accordance with the Organisational Change Policy, group specific meetings will be arranged to review affected staff groups and determine the matching or selection process in line with this framework.

#### **4.1 Direct Match (appendix A provides details of this process)**

In these circumstances, the staff group will move in their entirety to the new work base; for example, a BMS in Cellular Sciences will still be a BMS in Cellular Sciences.

Formal meetings will still take place with the staff group, manager, HR representative and a trade union / professional organisation representative. This will ensure that staff understand the process and how it applies to them. Staff will be offered the opportunity of an individual meeting with their line manager and a representative from HR and they can choose to be accompanied at that meeting if they have particular issues that they would like to discuss. Staff will then be matched into posts.

Once this process is complete, staff will be notified in writing of their new post, advised of the right of appeal and will be provided with any other pertinent details.

#### **4.2 Matched via Preference (appendix B provides details of this process)**

Staff will be matched via preference when there are an adequate number of suitable posts available across a number of wards / departments.

In these circumstances, staff will be requested to complete a pro forma indicating their preference of five roles.

This information will be collated by the Workforce & Transition Team who will then co-ordinate what will be called 'Matching Panels'. Membership of these panels will include a management representative, a Workforce representative and a trade union / professional organisation representative.

The Matching Panels will take into consideration the posts that are available against the individual's preferences. Therefore individuals will be matched to one of the roles that they identify and, matching will continue until relevant affected staff are matched and placed into posts.

Once this process is complete, staff will be notified in writing of their new post, advised of the right of appeal and will be provided with any other pertinent details.

#### **4.3 Matched via Skills Match & Conversation (appendix C provides details of this process)**

Where there is a higher number of staff in comparison to the number of posts available, individuals will be taken through a 'Skills Match & Conversation' process.

In recognition that the idea of an interview process would cause a lot of concern for staff, this new method has been introduced.

This process will take the form of individuals being asked to self rate their skills and experience on a skills and experience pro forma. At the same time of completing the pro forma, the staff will also be asked to complete a preference pro forma in order that, when people are being matched into posts, their preferences can be taken into consideration.

At a later date, they will be asked to have a conversation about the information that they have provided on their skills and experience pro forma with an independent manager and a HR representative or a trade union / professional organisation representative.

Support sessions for both completing the pro forma and taking part in the conversation will be made available to any member of staff, with the aim being that staff will feel supported and comfortable with the process and confident in their ability to take part in it.

Once the skills match and conversation process has been completed, a matching process will be followed in line with section 4.2. On completion of the matching process, any individuals who have not been matched into a post will be considered displaced and will be supported by the Workforce & Transition Team in securing an alternative role, in line with NHS Dumfries & Galloway Redeployment Policy.

#### **4.4 Senior Roles – Band 6 and above / Specialist Posts**

The process discussed in 4.1 and 4.2 will also apply for Senior Roles where the circumstances are the same.

However, where there is a higher number of staff in comparison to the number of posts available, staff will be taken through an assessment centre process.

In these instances, staff will be written to and informed of this and asked to complete a 'Preference Proforma' which will be referred to once the assessment centre process has been completed. Interviews will then be organised; staff will be matched against the person specification and core competencies for the post.

Once the assessment centre process has been completed, a matching process will be followed in line with section 4.2 whereby the individuals' preferences will be taken into consideration when matching individuals to posts. On completion of the matching process, any individuals who have not been matched into a post will be considered displaced and will be supported by the Workforce & Transition Team in securing an alternative role, in line with NHS Dumfries & Galloway Redeployment Policy.

#### **5. STAFF RECEIVING PROTECTION OF EARNINGS**

In situations where staff currently receive any form of protection of earnings, steps will be taken to match them into suitable posts whereby there is no longer a requirement for protection. This process will be managed on a case by case basis, with the ultimate aim being that the number of staff on protection is reduced.

#### **6. REDEPLOYMENT PROCESS**

When a member of staff has not been matched into a post, they will be 'displaced' and will therefore be supported through a redeployment process in line with the Boards Redeployment Policy.

The Workforce & Transition Team will be available to support employees through the redeployment process. Staff will be invited to a meeting with their substantive manager, HR representative and a trade union / professional organisation representative / colleague if they wish to be accompanied. The purpose of this meeting will be to explain to the employee the redeployment process, and how they will be supported, until they are found suitable alternative employment and appointed into a post.

#### **7. APPEALS PROCESS**

Individuals will have the right to appeal the matching decision that is taken. This will involve one stage of appeal; decisions which are taken will be the final decision, with no further right of appeal.

An appeal panel will include a management representative, an HR representative and a trade union / professional organisational representative. None of these individuals should have been previously involved with the individual's matching process; this is to ensure fairness and transparency in the appeals process.

Individuals should raise any appeal against their matching decision within 10 working days of being sent their notification of their new post. Any concerns submitted after this time will be unable to be progressed.

From Workforce Planning information it will be possible to identify those staff who will match directly across to their new work base in the same post, due to skills required for that post.

1. Staff will have the opportunity to attend an group information session held by a management representative, a HR representative and a trade union / professional organisational representative. At this session the staff will be provided with information about the new work base, what the move will mean to staff.
2. For those individual members of staff who have particular concerns that they would like to discuss further, they can request a meeting with their line manager, supported by a HR representative and they can chose to be accompanied by a trade union / professional organisational representative.
3. Letters will be sent to individual member of staff by the Workforce & Transition Team confirming their post and work base. This will be done by e-mail in the majority of cases, normally within 5 working days of the matching process.
4. Anyone wishing to appeal against the post which they have been matched into should do this in writing within 10 working days of their letter being sent.
5. Staff will be requested to provide confirmation of their acceptance of their new post and return this to the Workforce & Transition Team within 10 working days of receipt of their letter.

If an individual or staff group are identified as not being able to move under a 'direct match' and there is a surplus of posts, they will be notified that they will be taken through the 'preference match' process.

1. Staff will have the opportunity to attend a group information session held by a management representative, a HR representative and a trade union / professional organisational representative. At this session the staff will be provided with information about the new work base and what the move will mean for staff.
2. Staff will be sent a letter advising that they will be taken through the 'Preference Match' (PM) process and they will be provided with a list of available posts and asked to indicate their preferences on the Preference Proforma (PP).

For those individual members of staff who have particular concerns that they would like to discuss further, they can request a meeting with their line manager, supported by a HR representative and they can chose to be accompanied by a trade union / professional organisational representative.

3. Individual members of staff must return their completed forms within 15 working days to their line manager. The manager must return the information to the Workforce & Transition Team by a predetermined date.
4. Preference Match panels will be pre-arranged to then match individuals into posts of their preference. Individual's preferences will be considered and the process will continue until everyone is matched into one of their 5 preferences – this will normally be completed within a 20 working day period.
5. Letters will be sent to individual members of staff by the Workforce & Transition Team confirming their post and work base. This will be done by e-mail in the majority of cases normally within 5 working days of the matching process.
6. Anyone wishing to appeal against the post which they have been matched into should do this in writing within 10 working days of their letter being sent.
7. Staff will be requested to provide confirmation of their acceptance of their new post and return this to the Workforce & Transition Team within 10 working days of receipt of their letter.

Individuals identified as not being able to be moved under a 'direct match' or 'preference match' will be notified at a group information session of the requirement to complete the skills and experience proforma and then to take part in a conversation.

1. Staff will have the opportunity to attend a group information session held by a management representative, a HR representative and a trade union / professional organisational representative. At this session the staff will be provided with information about the new work base and what the move will mean to staff.
2. Staff will be sent a letter advising that they will be taken through the 'Skills Match & Conversation' process. They will receive a skills and experience proforma and a preference proforma with details of how to access support either via drop in sessions or on a 1:1 basis.
3. Individual members of staff must return both their completed proformas within 15 working days to their line manager. The manager must return the information to the Workforce & Transition Team by a predetermined date.
4. Conversations will be arranged with a manager and either a HR representative or trade union / professional organisation representative where the member of staff will discuss what is contained within their skills and experience pro forma. Notes will be recorded by the manager at the meeting of the information provided and a copy will be given to the member of staff at the time of the conversation.
5. This information is then taken forward to Matching panels; this will include management representatives, HR representative and a trade union / professional organisation representative. The information provided by the member of staff will be used to match people into the most appropriate posts until everyone is matched – this will normally be completed within 20 working days of the forms being returned by the line manager.
6. Letters will be sent to individual members of staff by the Workforce & Transition Team confirming their post and work base. This will be done by e-mail in the majority of cases normally within 5 working days of the matching process.
7. Anyone wishing to appeal against the post which they have been matched into should do this in writing within 10 working days of their letter being sent.
8. Staff will be requested to provide confirmation of their acceptance of their new post and return this to the Workforce & Transition Team within 10 working days of receipt of their letter.

