

SOUTH DERBYSHIRE DISTRICT COUNCIL

ASSIMILATION PROCEDURE

**Human Resources
September 2004
(1st issued June 2004)**

1.0 POLICY

1.1 INTRODUCTION

- 1.2 This policy will apply to all permanent employees declared suitable for assimilation.
- 1.3 The need for assimilation will mainly occur during periods of change within the Council. This can include;
- re-organisation or restructuring at a service or organisational level;
 - changes to existing service provision
 - reallocation of resources into priority areas
 - responding to fluctuations/turnover in the workforce
- 1.4 Where changes are being planned, consideration will be given to the suitability of employees for assimilation. This is considered to be the most effective means to safeguard employment and deliver services. Consultation and communication with employees and the Trades Unions will be maintained to ensure that the change is managed effectively and fairly.
- 1.5 The purpose of the procedure is to establish where employees are suitable for assimilation into alternative posts that are comparable with their existing roles and competencies. Having a transparent procedure will enable Managers and employees to make informed decisions about subsequent employment issues.
- 1.6 For the procedure to be successful it requires the active support, participation and co-operation of Heads of Service, Unit Managers and trade unions. The procedure recognises that the decisions whether to assimilate is management's responsibility and promotes ongoing communication with employees.
- 1.7 When it is considered that assimilation is not appropriate, it would then be appropriate to refer to the Council's Redeployment Procedure.

2.0 SCOPE

- 2.1 This procedure applies to all permanent employees of South Derbyshire District Council.
- 2.2 The agreement will also apply to employees on temporary or fixed term contracts who fall within the protection given by the current employment legislation.
- 2.3 Priority will be given to these employees although the Council will use its best endeavours thereafter to support the employment of all other employees.

3.0 GENERAL PRINCIPLES

- 3.1 The Head of Human Resources has overall responsibility for making sure that the assimilation is applied effectively and consistently.

- 3.2 To promote transparency and consistency, all decisions taken in relation to assimilation will be documented and held on employees' personal files.
- 3.3 Employees may be accompanied by a trade union representative or another employee of the Council at any meeting to discuss their assimilation into another post.
- 3.4 Assimilation will normally only be appropriate for posts offering a comparable or higher grade or overall comparable terms of employment. This will be subject to individual discussions with the employee.
- 3.5 If an employee feels aggrieved about the application of the Assimilation Procedure, they have the right to use the Council's Grievance Procedure.

4.0 REVIEW

- 4.1 The Assimilation Procedure may be reviewed at any time in consultation with the appropriate Trade Unions.

5.0 PROCEDURE

5.1 *Proposals*

- 5.2 The Manager(s) responsible for any changes to services will include in their proposals the considerations they are making in relation to the workforce and the possibility for any changes in job roles. This could include only minor changes to existing job roles with no need for action under this procedure through to substantial changes leading to formal periods of consultation.
- 5.3 At all times, any employee affected by the proposals will be kept informed of progress being made and be given the opportunity to discuss their options.
- 5.4 Before any proposals are finalised, advice would have been sought from the Human Resources Team to clarify whether assimilation is appropriate or if other procedures need to be followed.

5.5 *Consultation*

- 5.6 Details of any proposals will be made available to all employees and their representatives. This will include any considerations being made in relation to assimilation.
- 5.7 Any comments arising from the period of consultation will be considered by the relevant Manager and a response given on the action being taken. This will be confirmed in writing and where appropriate any resulting changes to the proposals will then be distributed.
- 5.8 At the end of the consultation period, if assimilation is to occur, an initial desktop review will be undertaken by the appropriate manager(s)

5.9 *Desk Top Review*

5.10 The purpose of undertaking a desktop review is to establish if assimilation can take place. This will include any employee affected by the proposals.

5.11 The appropriate Managers supported by a representative from the Human Resources Team will undertake the review. The considerations to be made are outlined in appendix 1 and include a range of job related activities.

5.12 *Decision*

5.13 At the end of the review a decision will be taken on an individual basis with the following options available

- No assimilation appropriate
- Competitive assimilation interview – with other employees when appropriate
- Assimilation interview – single employee only

5.14 *No assimilation appropriate*

5.15 Further consideration would then be made in line with the Council's Redeployment Policy.

5.16 *Competitive assimilation interview*

5.17 This would normally occur when there are more employees identified for assimilation than posts available. The procedure to then be followed is outlined in appendix 2.

5.18 *Assimilation interview – single employee only*

5.19 If the proposals only directly affect one employee or only one is considered suitable for an assimilation interview following a desk top review, the procedure outlined in appendix 3 will be followed.

5.20 *Unsuccessful candidates*

5.21 Any employee not successful at an assimilation interview would then be considered in line with the Council's Redeployment Policy.

6.0 LEARNING AND DEVELOPMENT

6.1 Consideration will always be given to reasonable and appropriate training of employees offered assimilation. This will ensure that any development in skills, knowledge or competency are provided in a structured way and take account of any effect on service delivery.

6.2 It is noted that generally employees will have the core skills required for the post and that any learning will be to build on these. However, there may be other areas that need to be addressed that are required for the post and compliment or develop existing skills – for example the use of a different IT solution.

6.3 Training will not be provided to facilitate a complete change of career.

7.0 TRIAL PERIODS

7.1 Due to the nature and purpose for enabling an assimilation to occur it is not appropriate to offer a trial period. As part of normal management practice regular reviews should be undertaken to ensure that the employee is effectively integrated into the role and any performance issues addressed accordingly.

8.0 PROTECTION OF EARNINGS POLICY

8.1 The Authority's Protection of Earnings Policy will not apply to assimilation.

9.0 APPEALS

9.1 Any dispute about the application or interpretation of this procedure should be pursued through the Council's Grievance Procedure.

ASSIMILATION PROCEDURE

Appendix 1

Desk top review

Information required

- Job description of current post (s)
- Job description of proposed post (s)
- Person specification of proposed post (s)
- Performance Development review – to confirm achievements/duties outside of normal job role.

Officers

Line Manager and/or Management Team member(s) from Directorates involved
Human resources representative

Considerations

- Primary strategic responsibility of role
- Primary operational focus of role
- Primary management/supervisory responsibility of role
- Primary responsibility for resources and accountability
- Review of duties and responsibilities
- Review of competencies required for the role – i.e. management of staff/resources etc
- 80/20 rule – aggregated over all areas rather than individually

Evaluation

Following discussion to arrive at an assessment as to;

1. Whether changes are substantial – fundamental with no relevance to existing role
2. Whether changes are comparable – broadly similar; more of the same, no more than 2 distinct areas – i.e. management of staff*, resources, operations, accountability
3. Whether changes are relatively minor and the primary purpose of the role remains unaltered

Decision

1. No assimilation – post open for competition
2. Competitive assimilation interview – with other employees when appropriate
3. Assimilation interview – single employee only

*This does not relate to numbers to prevent possibility of double counting other factors.

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Appendix 1

Assimilation Desk top review form

Post	
Grade	
Panel	

Employee proposed for assimilation

Name	
Current post	
Grade	

Assessment

Note - 80/20 rule – aggregated over all areas rather than individually

Strategic responsibility	Operational focus
Management/Supervisory responsibility	Resources and accountability
Duties and responsibilities	Competencies

Decision (please tick)

No assimilation – post open for competition	
Competitive assimilation interview	
Assimilation interview	

Reasons

Signed
 Signed

Job title
 Job title

ASSIMILATION PROCEDURE

Appendix 2

Assimilation – Competitive Interviews

Information required

- Job description of proposed post (s)
- Person specification of proposed post (s)

Officers

Line Manager and/or Management Team member(s) from Directorates involved
Human resources representative

Format

Preparation of standard questions and competencies agreed by panel in advance

Conducting interview

Introduction of Panellists by Chair

Brief description of post in terms of duties, responsibilities and priorities by Chair.

Panellist(s) to ask standard questions and assess responses.

Interviewee is given the opportunity to discuss areas of concern/specific issues.

Discussion of terms and conditions - Chair/Human Resources representative

Decision

Final decision taken on candidates

If successful, verbal offer made by Chair - formal offer to follow by Human Resources

All candidates verbally informed of decision and subsequent arrangements (redeployment/redundancy etc) – Chair

Candidates to receive formal confirmation in writing relating to decision and their subsequent employment position – Human Resources

All paperwork returned to Human Resources – all panel members

ASSIMILATION PROCEDURE

Appendix 3

Assimilation – single employee interview

Information required

Job description of proposed post (s)
Person specification of proposed post (s)

Officers

Line Manager and/or Management Team member(s) from Directorates involved
Human Resources representative

Conducting interview

Introduction of Panellists by Chair

Brief description of post in terms of duties, responsibilities and priorities by Chair

Panellist(s) to ask general/job specific questions to clarify any concerns

Interviewee is given the opportunity to discuss areas of concern/specific issues.

Discussion of terms and conditions - Chair/Human Resources representative

Decision

Final decision taken on candidate

Then either;

1. Verbal offer made by Chair - formal offer to confirmed by Human Resources.
2. Candidate to receive formal confirmation in writing that not appointed and their subsequent employment position – (Redeployment procedure)

All paperwork returned to Human Resources – all panel members

