**How To Conduct an Individual Consultation Meeting**

A discussion with an employee to advise that their role is directly affected by proposed changes in their cluster/service/team area is an emotive one and one where the perspective of the affected employee(s) must be kept as the key focus. Consultation must be 'meaningful' – this means you must get the employee’s feedback and input via the most appropriate means, and seriously consider their representations. It should also provide the employee with some reassurance about our priority to avoid compulsory redundancies and the level of importance we place on them. The employee may be accompanied by a Trade Union representative or work colleague.

The key areas to cover at the meeting are:

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| **1** | **Meeting Purpose** | Explain the purpose of the meeting is to discuss the proposal as detailed in the business case/report shared and outline the process, timescales, feedback methods and how further information will be made available. |
| **2** | **Proposal Summary** | Provide an overview of the business case/report content, explaining the Council/Cluster/Service position and the rationale for the proposed change(s). Refer to structure charts where appropriate to illustrate. Explain and discuss any alternative options that have already been considered.  Emphasise that these are proposals at this stage and there will be the opportunity to give a full response to the proposal, alongside their trade union if they wish. The employee response can challenge the proposal as well as raise any alternatives they may have to achieve the required change/savings. |
| **3** | **Employee Status** | Provide the employee with the facts about their situation and how the proposal(s) directly affects them in their current role and what the options available may be.  They require to be given information on the following as applicable:     * + The number of employees at risk of displacement (in their pool i.e., of the same role as them)   + The process for managing changes/reductions in posts i.e., job matching or displacement assessment process (see below summaries and refer to the Job Matching & Displacement SharePoint Page)   + Direction to possible alternatives e.g., alternative training schemes   + Emphasise that whilst their post may not be continuing or may be reducing or changin, they as a colleague are highly valued and we wish to retain their skills   + Reiterate the administration’s commitment to no compulsory redundancies and that this underpins our approach, so will be working with affected employees to help develop their skills and consider alternatives for them where necessary.   + Also discuss the means by which future meetings may be conducted, e.g., Microsoft Teams / in person, to best accommodate working and contact arrangements.   **Job matching:** where there are different, new or amalgamated roles proposed for the new structure, one or more of which may contain some (atleast 50%) of the content of the employee’s current role. Confirm to the employee that their existing role is at risk of being disestablished and the Council wishes to consult directly with them in relation to this proposal. Discuss what elements of the current role are proposed to continue and those that are not and explain the rationale for these changes. Advise that the job matching process will be the method proposed for selection in this process and will assess the extent to which the employee is able to claim a match to the role within the redesigned structure or to be considered for one of the new roles. If less than 50% of the employee’s current role is to continue in a new role then the employee will not have a match.  **Reduction of posts in pool:** where a post has been identified as potentially not requiring as many employees as is currently allocated. Advise the employee that they will be placed in a selection pool with colleagues doing the same role, and the number of employees carrying out that role would then be reduced following an appropriate selection process. Confirm that this puts the employee at risk of being displaced from their role and as a result the Council wishes to consult directly with them in relation to this proposal. Highlight the methods proposed for selection in this process – either through a selection matrix against criteria of the job (ACC’s Displacement Assessment Procedure) or a competency-based interview.  **Disestablish stand-alone role:** where a post has been identified as potentially not required going forward in the organisational structure. Confirm to the employee that as a result their role is at risk of being disestablished and the Council wish to consult directly with them in relation to this proposal. Confirm that if following consultation, the role is to be disestablished as proposed then they will be placed on redeployment and suitable alternative employment sought. |
| **4** | **Discussion / Questions** | Provide an opportunity for the employee to ask any questions on the proposal and to make any comments / representations they may have at this stage. Chat these over with them and/or commit to respond at a later date following consideration. Take a note of all questions/comments so that these can feed into an FAQ document where appropriate.  Discuss any alternative options that could be further explored (e.g., alternative ways of working, alternative funding streams, VSER) as appropriate. |
| **5** | **Timeline** | Outline timescales for the consultation period, both individual and with the TUs, and the proposed date of implementation subject to completion of the consultation process and subsequent approval processes such as business case sign off. |
| **6** | **Available support** | Inform the employee of support available throughout the process e.g., TU, line manager, People Anytime, P&OD, Employee Assistance Programme, any dedicated helpline numbers for the specific process. |
| **7** | **Next steps** | Confirm that a note of the meeting will be shared to provide an overview of the meeting discussion – ask the employee to check for accuracy and to advise of any points they don’t feel accurately reflect discussions.  Arrange a further meeting with the employee (e.g., in a weeks time) to discuss the matter further once they have had the chance to consider the proposal more and the information received. |
| **8** | **Follow up meeting** | After the employee has had time to further consider the proposals, the second individual consultation meeting should be held with them. This meeting should be used to review the employee’s thoughts and views of the proposed changes, proposed pool and selection criteria and also any suggestions the employee may have on ways to mitigate any consequences including displacement. |