

EXPLANATORY NOTES – INTERESTS OF THE EFFICIENCY OF THE SERVICE

Due to the need to embrace change and the requirement to continually improve service delivery there are circumstances, which could result in the release of an employee in the interests of the efficiency of the service. This may occur where the nature of the job role has changed affecting the ability of the individual to perform/undertake the associated duties of the role for example arising from organisational change. This is a case where the individual's performance has been previously acceptable in the job role they were undertaking therefore it was not appropriate to address the matter through the capability (Performance) procedure. However, the individual is now having difficulty in coping with the changes to the service/function which impact on the job role, often due to the fact that the role has changed gradually over a period of time and a point has been reached where it has been identified that there is a gap in the individual's skills/knowledge or ability.

Employees can also apply to be released in the interests of the efficiency of the service and on receipt of an application an assessment will be made using the efficiency criteria to establish the benefits/added value to the Council of approving the application.

The efficiency criteria table will be used as a means to identify and quantify the level of efficiency gain including costs and savings, and will be submitted as part of the required approval process.

The following notes give guidance for completion of the table and details of what should be considered in terms of the current postholder and potential replacement. An assessment is required of both the benefits to the Service of releasing the current postholder as well as the benefits to the Service of appointing a replacement. This should be scored separately and then added together to give a total score.

1 CONTRIBUTION TO THE WORK OF THE SERVICE
(e.g. inputs/outputs/productivity)

a) Current postholder

- Effectiveness of employee in their job role
- Ability to make a continuing effective contribution to service delivery
- Is the individual having difficulty adapting to the changes to the Service/Function?
- Initiative – does the individual have the ability to undertake developmental work, react appropriately in challenging/difficult situations
- Confidence in the individual to assist and / or contribute in developing the Service/function
- Reliance on other team members to cope with / manage the day to day elements of the job
- Clarity of verbal and written communication
- Working relationships with immediate colleagues/others
- Does the individual contribute effectively to the work of the Team
- Leadership/management of team/function (where applicable)
- Initiative – ability to undertake developmental work, react appropriately in challenging difficult situations

b) Potential Replacement

- Would a new recruit increase productivity?
- Would a new recruit improve quality of the service?

- Would there be any difficulties in recruiting to the post?

2 JOB RELATED KNOWLEDGE/EXPERIENCE

a) Current postholder

- Does the individual have sufficient skills to perform the job effectively or is there a skills/knowledge gap which needs to be addressed
- Does the individual have the capacity/ability to acquire the necessary skills to perform the duties effectively with appropriate support

b) Potential Replacement

- Would a replacement already possess the required level of skills, knowledge and experience?
- Would a replacement make a difference to the work/output/productivity of the Service?

3 TRAINING AND QUALIFICATIONS

a) Current postholder

- Required competencies for the role
- What training/development is anticipated and/or has been identified to equip the individual fully with the necessary skills to perform the duties effectively? (Statutory training / Formal training / on the job training)
- Timescales for the completion of the required training and realisation of the benefits of such training to the Service
- Cost of any training
- Personal/Self development necessary to add value to the Service

b) Potential Replacement

- Would any training be required (e.g. on the job training / systems etc)
- Timescales for completion of training
- Cost of training
- Would a new recruit already possess required qualifications?

4 WORKING METHODS/SYSTEMS AND EQUIPMENT

a) Current postholder

- Ability to use IT Systems/technology/ new equipment effectively
- Despite appropriate training the individual is having difficulty in understanding and working with a new system/new equipment
- Excessive time is being taken in using the new systems/equipment resulting in time delays and/or reduced productivity
- Working methods and techniques - ability to understand and have the flexibility to adapt to new ways of working and/or changes to the job role

b) Potential Replacement

- Would a new recruit be experienced in IT Systems/technology?
- Would a new recruit be experienced/be able to demonstrate the ability to adapt to new working methods and techniques?

5 OTHER

a) Current postholder

- Health - this may be applicable where the individual is at work but an underlying health condition is affecting their ability to undertake their job role and health is impairing efficiency.
- Adjustments - are there any adjustments required to the job, which can be accommodated in respect of for example the job role, equipment, working hours?
Consideration must be given to reasonable adjustments in relation to the Disability Discrimination Act (DDA).

N.B. THIS DOES NOT REPLACE THE COUNCIL'S CAPABILITY PROCEDURE (HEALTH)

b) Potential Replacement

- Would appointing a replacement result in any salary savings?