

## G5: Redeployment Policy

### Manager's Resource Centre

For further advice on this policy please refer to the [Manager's Resources Centre](#). You will find useful guidance documents to help and support you throughout this procedure.

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### 1. Introduction

**1.1** The County Council is committed to retaining the services of those employees who, as a result of:

**(a)** disability, illness or injury

**(b)** possible redundancy

**(c)** departmental reorganisation/restructuring

**(d)** progress through capability or other procedures or other significant reasons, e.g. where relationships have broken down irretrievably

may be "at risk" of losing their existing job. This commitment extends to making an adjustment to their existing job to enable them to continue working wherever possible.

**1.2** The County Council is committed to providing effective policies and procedures to achieve this objective.

**1.3** The specific objectives of the Redeployment Policy are as follows:

- To ensure as far as possible that employees are retained in employment.
- To ensure that all employees are treated fairly and consistently.
- To ensure that redeployment is managed sensitively, recognising the different reasons for redeployment.
- To ensure that redeployment is in accordance with legislative requirements.

**1.4** The redeployment policy is a corporate policy agreed with Corporate Directors and Trade Unions. In this respect it is the responsibility of all managers and employees to enter into the spirit of the policy and to demonstrate their commitment and support for it. Redeployment outcomes may often be compromise solutions in terms of location and working arrangements etc and therefore management must be reasonable and flexible in the application of this policy. Likewise, employees must seriously consider the suitability of any alternative post offered.

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## 2. Scope

**2.1** This policy applies to all permanent employees irrespective of their length of service with the Authority. It will apply to employees on temporary contracts with a least one year of service.

It is intended to cover those employees who may need or wish to be considered for redeployment for the reasons outlined in paragraph 1.1.

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## 3. Underlying Principles

**3.1** The redeployment policy has been written in accordance with legislative requirements and the principles contained within the ACAS Guide 'Redundancy Handling'. Corporate Directors have overall responsibility for ensuring that the Procedure is applied fairly and consistently.

Where an employee is aggrieved with the application of the provisions contained within the policy they have the right to raise their concerns through the Grievance Procedure (See [Section E4](#)).

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## 4. Application of the Redeployment Policy

**4.1** The policy is to be applied in any situation which meets the statutory definition of redundancy, and in cases where an employee is no longer able to continue in their current post for reasons of illness, disability or injury, or some other substantial reason, e.g. as a result of a decision made through the operation of grievance, harassment or disciplinary procedures.

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## 5. Individual Employees Requiring Redeployment

**5.1** Where an employee's continued employment is "at risk" for whatever reason, they must be informed as soon as it is appropriate to do so and offered the support and provisions within the policy. Assistance in finding alternative work includes the provisions within this redeployment policy and additional employee support services and information as necessary and appropriate such as:

- Counselling and well-being support
- Reasonable time off and support to undertake training, attend interviews, etc.
- Information on the financial implications of termination of employment - voluntary redundancy and early retirement pensions
- Assistance and support with job search - application forms, interview skills, careers guidance.

Employees have the right to be accompanied by their Trade Union representative or other person of their choice at any meetings connected with the redeployment process.

**5.2** Guidelines have been produced to assist managers and employees through the redeployment process. These are available from the HR team.

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## 6. Application of the Redeployment Policy in Illness, Disability or Injury Situations

**6.1** There will be occasions where illness, disability or injury prevents an employee from continuing in their present post. A recommendation for redeployment on ill-health or disability grounds should always take account of medical advice from the Occupational Health Unit.

**6.2** In accordance with the Equality Act 2010, in relation to a disabled employee, the band of reasonable redeployment alternatives will not solely consider a job's grade, but the employee's capability to undertake a role. Initially, this will be defined by the information in the Redeployment form, current competency review, advice from the Occupational Health Unit and the redeployment selection process.

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## 7. Redeployment Arising out of Capability/Performance Issues or Some Other Substantial Reason

**7.1** There will be occasions where employees need to be redeployed from their existing post for reasons relating to capability/ performance or some other substantial reason, e.g. a recommendation arising out of a Disciplinary or Harassment Procedure. Most cases will be referred through the HR team.

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## 8. The Redeployment Process

**8.1** The redeployment process involves the monitoring of County Council vacancies against details of employees seeking redeployment. Every effort will be made to secure "reasonable alternative employment". Whether a post is considered a "reasonable alternative" will depend on factors such as grade, location and hours of work.

The matching process will take account of the individual's skills, experience knowledge and assessed level of competency against job grade, location, hours and the posts available using information provided by the employee on a [Skills analysis form \[WORD 183KB\]](#). For people on career graded posts, the matching will be at the current band.

**8.2** The redeployment process will include the following steps:

- Employee declared "at risk" by the HR team.
- Employee completes a [Skills analysis form \[WORD 183KB\]](#) in conjunction with an officer from the HR team.
- A redeployment plan is produced which includes the following information:
  - type of employment sought
  - skills/ competencies possessed
  - skills/ competencies required
  - skill / competency gap
  - training/retraining arrangements (if any)
  - timescales and review dates
  - any constraints
  - information concerning applying for jobs and trial periods
  - reference to the possibility that dismissal may occur should efforts to redeploy be unsuccessful.
- HR Officers will monitor all job adverts released through the [vacancy protocol](#) process prior to publication, for suitable redeployment opportunities for staff "at risk".

- It must be noted that employees cannot be redeployed into school-based posts without the consent and agreement of the school's governors.

**8.3** Where an individual is initially matched to a vacancy, the post will be held from external advertisement and the employee asked to apply within one week of being notified of the vacancy and receiving full details of the post. Whilst in the main normal recruitment and selection processes will apply, flexibility should be applied in the assessment processes in recognition of the fact that redeployees are existing employees.

**8.4** Where a knowledge, skill, experience or competency gap is identified, the emphasis should be on looking at transferable skills and experience. Where a degree of training, development or other support may bridge this gap to the the required competency standard during a trial period, this should be offered. A failure to be flexible in redeployment cases is not acceptable and there will be an expectation of appointment if the core requirements of the person specification and competency standards required for the new role are assessed as having been satisfied within the trial period .

**8.5** Where an individual requires a degree of training or support in order to perform the alternative job to the required standard, this should be accommodated by the Authority within reasonable time and resource limits. Training and development opportunities include opportunities that develop skills, knowledge or experience through a variety of methods, e.g. short courses, work experience.

**8.6** Where an employee is not appointed to the post, valid, fair and objective feedback should be given in writing as soon as possible as to why the person was not successful. Where it is considered that these reasons are unsatisfactory, the Service Director (Human Resources), Policy, Planning and Corporate Services Department will discuss these with the relevant Corporate Director. Where an employee continues to be dissatisfied, a complaint may be lodged through the Grievance Procedure (see [Section E4](#)).

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## 9. Timing

**9.1** As the circumstances of every case for redeployment are likely to be very different, it is not possible to give a specific time within which each stage of the redeployment process will be completed. It is in the Council's and individuals' interest to look as widely as possible for suitable vacancies.

It is expected that the search for suitable alternatives will take up to 12 weeks from the acceptance of "at risk" status by the HR team, although this may vary according to the circumstances and reasons for redeployment.

Consequently no employee will be dismissed less than 12 weeks from the day they were specifically identified as being at risk. (For information on time-frames for school-based staff, please refer to the HR team.) It is in everyone's interest to declare an employee 'at risk' as soon as reasonably practical to ensure that maximum redeployment efforts are made.

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## 10. Trial Periods

**10.1** Trial periods of between 4-12 weeks duration are generally offered to all redeployment candidates and are funded by the current employing department. (For information on trial periods for school-based staff, please refer to the HR team). During this time the suitability of the match will be monitored via feedback from the redeployee and current line manager/supervisor. During the trial period an employee will be given reasonable assistance, support and training, where necessary, to reach the required standard of performance. The length of the trial period can be varied by agreement and where an extension is given, the funding will be subject to the agreement of the current and new employing department.

**10.2** Where the trial period has proved successful for both employee and the new employing department, the employee will be established into the post and a new contract issued. Providing there has been no break in service, existing employment rights will be transferred to the new post.

An employee and new employing section must provide fair and objective valid reasons for a trial period to prove unsuccessful.

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## 11. Applying for Non-Matched Posts

**11.1** An employee has the right to apply voluntarily for any post, which is advertised by the County Council or other external employers. These posts will not be ring-fenced for "at risk" employees.

**11.2** Consideration will be given to redeploying employees in a temporary or supernumerary capacity where such action would avoid a compulsory redundancy or termination of contract, and where it is in the interests of the employee. Such temporary redeployments will be time limited subject to budgetary provision and will be kept under constant review.

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## 12. Salary Protection

**12.1** The aim is to redeploy an employee into a post that reflects their existing salary. Redeployment of employees into posts that are lower graded than their existing post is rare. However in exceptional cases and in order to protect employment an employee may be redeployed into a post at a lower grade than the post currently occupied.

Where salary protection is required it will be in accordance with the Authority's Pay Protection Policy (See [Section G6](#)). Salary Protection will be conditional upon employees showing a flexible attitude towards redeployment.

Where an employee is on a career grade or linked grade it will be the employees existing scale which is the primary 'match factor' in the search for a redeployment opportunity.

Where pay protection is approved there is a shared responsibility both on the part of the employee and the Authority to actively seek employment at the original grade, with a view to making the protection period as short as possible.

Where pay protection applies to an employee who is redeployed to another department the cost of the protection will be borne by the original employing department.

**Excess Travelling Expenses/Travelling Time:** Where agreed they will be in accordance with [Section D8 Disturbance and Travelling Provisions for Employees Already in Post](#).

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## 13. Appeals

**13.1** Employees have a right of appeal to Corporate Directors against their dismissal for any reason covered by this policy should redeployment not be achieved. Appeals will be heard by the Appeals Committee in line with normal Appeals process.

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