



# Redeployment Guidance

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# Table of Contents

<b>Introduction</b>	<b>1</b>
<b>Redeployment process</b>	<b>1</b>
<b>Principles for redeployment</b>	<b>2</b>
<b>Circumstances for redeployment</b>	<b>2</b>
<b>How redeployment is managed</b>	<b>3</b>
<b>Selection process for redeployment candidates</b>	<b>4</b>
<b>Trial period</b>	<b>5</b>
<b>Roles and responsibilities</b>	<b>6</b>

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# Introduction

1.1 The University of Essex puts people at the centre of everything we do – this should be the guiding principle in our approach to managing structural change and redeployment. We aim to manage structural change fairly, sympathetically and with consideration of the impact on individuals.

1.2 As part of the University's duty to seek to avoid redundancies, redeployment will be offered to all those without a role. Job vacancies in the University will be filled only after first considering whether employees seeking redeployment are suitable for them. This requirement will not usually apply to academic roles or professional services roles at grade 11. This consideration period will last for 5 days.

1.3 This guidance supplements the Managing Structural Change Policy and Procedure.

## Redeployment process

1. Individual becomes eligible for redeployment
2. Joins People and Culture redeployment list
3. Assigned Senior Employee Relations Adviser/Employee Relations Adviser (SERA/ERA), who will provide support and be the point of contact throughout the process
4. Sent lists of all new roles, with 5 days to submit an application before role is advertised more widely
5. If interview confirms candidate meets essential criteria, candidate offered the role.
6. 12 week trial period may take place, with any required training and regular reviews taking place in this period.
7. Recruiting manager confirms whether trial period has been successful - candidate confirmed in post

# Principles for redeployment

- Employees seeking redeployment will be supported to find a new role.
- Job vacancies in the University will be filled only after first considering whether employees seeking redeployment are suitable for them. This may include for example an interview, workplace assessment or occupational health referral.
- Managers will consider all redeployment candidates in the knowledge that there are many reasons individuals may seek redeployment.
- Reasonable training and support will be provided to all redeployment candidates to allow them to perform well in the new job.

# Circumstances for redeployment

3.1 The main reasons an employee may be considered for redeployment are,

- Where the requirement for a post has ceased to exist, e.g. following a Department/Section restructure
- Where an employee has received medical advice (normally under the Equality Act 2010) as being unable to perform their current duties due to medical reasons, after all other alternatives and reasonable adjustments have been considered, but may be able to carry out other duties in an alternative post
- Prior to the end of a fixed-term contract of two years or more, or on successive fixed term contracts with continuous service of 2 years or more employees are offered redeployment
- Where an employee seeks a role that is part time for example as part of a flexible working request following maternity leave and this is not available in their current post

3.2 In all of the above circumstances redeployment would be offered for the duration of the notice period.

3.3 The redeployment process should not be used when an employee wishes to have a career change, or as an alternative to managing capability or performance issues.

# How redeployment is managed

- 4.1 All employees who are available for redeployment will be assigned an Senior Employee Relations Adviser/Employee Relations Adviser (SERA/ERA), who will support them throughout the redeployment and job-seeking process. If the redeployment is the result of a restructuring process, the SERA/ERA assigned will not have been involved in the restructuring process.
- 4.2 All employees on the list will be sent details of new vacancies and will have 5 days to consider whether to apply.
- 4.3 All posts will be circulated but those subject to redeployment will only be able to apply for posts that are at the same or lower grade and may be fixed-term. Roles of a higher grade can be applied for outside of the redeployment process. Where a new post is one or two grades lower than the current post, salary will be protected for one year. When salary protection has concluded, the post holder will be placed at the top non-discretionary salary point of the grade for the post.
- 4.4 Employees seeking redeployment will go through an application and selection process. Where necessary, any such selection process shall comply with the requirements of Ordinance 36, 37, or 38 for relevant categories of employees.
- 4.5 Redeployment should continue the terms of the previous contract, i.e. permanent to permanent, even where a transfer is into a fixed term post. This means that an employee on a permanent contract who takes up a fixed term role as a suitable alternative to their substantive, redundant post, will retain the employment rights associated with the substantive post (although will still be displaced at the end of the fixed-term i.e. have no substantive post), specifically those in relation to continuity of service and future redundancy rights.
- 4.6 Where a permanent appointment cannot be found, then an established suitable temporary opportunity may be offered. In most cases, the employee would continue in the redeployment process for the appropriate period
- 4.7 Roles which may be suitable after a period of training should also be considered as part of the redeployment process

# Selection process for redeployment candidates

5.1 Redeployment candidates will need to submit an internal application to the recruiting manager to apply for the role they are interested in. Reasonable training to meet the requirements of the role should be considered at application stage as well as interview stage.

5.2 If the candidate meets the essential criteria, an interview will be used to determine suitability for the post in question. The key objective is to establish whether or not a redeployment candidate meets the essential criteria set out in the person specification. If more than one redeployment candidate meets the essential criteria, then the desirable criteria in the person specification may be used.

5.3 The interview must be led by at least 2 managers one being the recruiting manager. The interview is primarily to determine any gap in skills between the new role and the candidate's current skillset whilst thinking about if the skill gap can be bridged in the trial period with relevant support and training. It is important to look at the skills the candidate may have gained in historical roles and not simply the role they are currently in. A written record of the recruiting managers decision including reasonings must be made and kept. The recruiting manager should provide detailed feedback to any unsuccessful candidates. If the person proves suitable at interview then they should be offered the post subject to a trial period.

5.4 It is important to remember that some employees may be able to undertake the role after a reasonable period of training has been provided, usually by the end of the trial period of 12 weeks. Any agreement to a training/development period should be documented before the post is taken up and should include a target review date within the trial period.

5.5 In addition to the interview process in some cases the candidate may be asked to undertake a workplace assessment and/or occupational health referral at any point in the process to ensure they are able with reasonable adjustment to undertake the new role.



# Trial period

6.1 Where an employee has been redeployed, line managers may decide to use a trial period. Where a trial period is used, this would usually be 12 weeks. The trial period will allow the manager to assess the employee's suitability for the new post and allow the employee to consider whether the post is within their capability.

6.2 Clear objectives and timings should be set by the hiring manager at the beginning of the trial period and agreed by the employee to ensure there is no confusion around expectations. Any objectives set should be SMART (Specific, Measurable, Achievable, Realistic and Timely). There should be regular meetings at least once a fortnight between both parties so that progress and suitability to role can be determined and documented.

6.3 If there are any training needs these should also be highlighted and documented at the beginning of the trial period. A development plan can be used to record this information.

6.4 The line manager or employee may instigate an extension to the trial period, for example to take account of retraining. This must be done with reasonable notice before the end of the trial period and with a good rationale. The line manager will need to give written agreement to the extension.

6.5 Should the line manager wish to end the new role within the 12 weeks for a reason connected with the new job, the employee will preserve the right to a redundancy payment under the old contract. Should the employee wish to end the new contract within the 12 weeks and this is deemed to amount to a unreasonable refusal of suitable alternative employment, the employee may lose any entitlement to redundancy pay.

6.6 At the end of the trial period, the line manager will make an assessment of the employee's suitability for the post based on the job description – whether the criteria have been met or are likely to be met with suitable support.

6.7 If the employee works beyond the end of the minimum trial period or the jointly agreed extended period, any redundancy entitlement will be lost because the employee will be deemed to have accepted the new employment.

# Roles and responsibilities

7.1 **Employees** subject to redeployment are responsible for:

- Regularly reviewing vacancies and applying for suitable roles.
- Considering reasonable changes in working arrangements, pay and responsibilities.
- Preparing thoroughly for applications and interviews.
- Owning their development and registering for any relevant training courses via HR Organiser.
- Considering any offer of suitable alternative employment.
- Informing their line manager of any planned absences.

7.2 **Heads of Departments/Sections/School** are responsible for;

- Notifying Employee Relations of any potential redeployment situations as soon as possible.
- Providing support to employees subject to redeployment; including time off for training or to attend interviews.
- Seeking appropriate opportunities within the employee's current Department/Section/School.
- Responding proactively and positively to the consideration of requests by staff seeking redeployment.
- Maintaining details of all meetings and communications regarding an employee's redeployment



### 7.3 **Recruiting Managers** are responsible for:

- Responding proactively and positively to the consideration of requests by staff seeking redeployment.
- Arranging to speak with suitable redeployment candidates at the earliest opportunity.
- Assessing candidates against the essential requirements for the post as detailed in the job description and person specification.
- Providing detailed feedback when redeployment candidates do not meet the essential criteria for the role.
- Determining suitability during a trial period, if successful.
- Considering reasonable adjustments or training needs

### 7.4 **People and Culture** are responsible for:

- Advising and guiding staff on the redeployment process, as appropriate.
- Providing support to redeployment candidates.
- Keeping a record of employees in the redeployment process.
- Notifying redeployment candidates of forthcoming vacancies [or providing redeployment candidates with special access to the Jobs Website]
- Liaising with the recruiting manager to ensure prior consideration for vacant posts.
- Liaising with Occupational Health in appropriate cases.
- Ensuring adherence to the relevant University policies and guidance.

