



WITH EFFECT FROM 1 MAY 2013

REDEPLOYMENT PROCEDURE

1. INTRODUCTION

- 1.1 The University is committed to attracting and retaining excellent and dedicated staff and values the diversity staff bring to the organisation through the depth and breadth of experience, knowledge and skills that they possess. The retention of key skills is supported by effective workforce and talent management plans.
- 1.2 The University aims, as far as possible, to maintain security of employment for its staff. However, the changing needs and environment within which the University operates may mean, from time to time, that staff need to be considered for redeployment in certain circumstances either on an individual or group basis.
- 1.3 As the aim of the University is to retain skills and experience of staff, wherever possible, which are crucial to the future of the organisation, the movement of staff between different parts of the University is important and benefits the individual and the organisation as a whole.
- 1.4 This procedure outlines the circumstances in which redeployment opportunities would be sought and the process which would be followed in a redeployment situation.
- 1.5 This procedure applies to all University staff with 6 months or more continuous service, unless subject to particular statutory immigration provisions.
- 1.6 This procedure should be read in conjunction with the Change Management Policy and suite of documents.
- 1.7 It is recognised that all change, on an individual or collective basis, should be managed effectively.

2. KEY PRINCIPLES

- 2.1. The purpose of this procedure is to ensure that where organisational changes have an impact on staffing levels/skill requirements:
 - 2.1.1. A fair, transparent and consistent approach is adopted in the management of redeployment.
 - 2.1.2. Staff and managers are required to fully cooperate in the redeployment process.



- 2.1.3. All necessary and relevant information to support decision making will be provided to affected staff and their representative as soon as is reasonably practicable and at least to meet the minimum requirements under legislation.
- 2.1.4. Assistance will be provided to staff to be redeployed, wherever practicable, but the University cannot guarantee that a redeployment opportunity will become available.
- 2.1.5. Where necessary, training and development support will be provided with the aim of assisting staff to remain employed by the University.

3. ELIGIBILITY FOR REDEPLOYMENT

- 3.1 Staff with 6 months or more continuous service may be eligible for redeployment in the following circumstances:

- 3.1.1. **As a result of organisational change or restructuring:** where the post(s) is no longer required and there is no suitable alternative employment within the Department. Where one or more eligible staff are identified as at risk of redundancy the provisions of this procedure shall apply to all members of staff affected.
- 3.1.2. **Where one or more fixed term contracts are due to expire:** the provisions of this procedure shall apply to those members of staff whose fixed term contracts are coming to an end within the next 3 months.
- 3.1.3. **Where funding has ceased for open ended contracts:** as a result of the expiry, or potential expiry, of specific funding which supports the continued employment of the member of staff in question.
- 3.1.4. **Medical reasons:** where a member of staff cannot continue in their present post due to ill health and reasonable adjustments and alternatives have been exhausted.
- 3.1.5. **As a result of the outcome of a process from a grievance or harassment case:** where this is a recommendation from the dispute resolution process notwithstanding the other dispute resolution mechanisms available at The University of Sheffield.
- 3.1.6. **Any other reasons:** there may be other situations as appropriate where the University considers it prudent to consider redeployment and these will be subject to consultation with the trade unions and the individuals concerned.

- 3.2 **Circumstances in which the Redeployment Procedure should not be used**



- 3.2.1 The redeployment procedure shall not be used by staff who wish to apply for a new job or change of career. In these circumstances staff should view vacancies through the e-recruitment system.
- 3.2.2 The procedure shall not be used as an alternative to effective performance management of staff (unless as a formal remedy outcome of a disciplinary or capability process).

4. REDEPLOYMENT PROCESS

4.1 Consultation

- 4.1.1. **Collective Consultation:** in relation to impact on staffing as a result of organisational change will be undertaken with the JUCC Security of Employment Sub group in accordance with the Terms of Reference for that sub group and the associated guidance.
- 4.1.2. The University may exercise flexibility around the offers of ERP and redeployment where this may assist to identify volunteers for redundancy from a broader area thus creating potential vacancies/redeployment opportunities for those at risk of redundancy. This will be discussed as appropriate during early collective consultation.
- 4.1.3. **Individual Consultation:** consultation with individual staff affected by organisational change or as a result of the discontinuation of funding or the termination of fixed term contracts will be undertaken in accordance with the associated guidance.
- 4.1.4. At the point where a member of staff becomes eligible for redeployment, the University will ensure the member of staff is aware of any eligibility for Enhanced Redundancy Payment (ERP) should the redeployment process be unsuccessful.
- 4.1.5. The University may agree to make an ERP to an eligible member of staff without requiring the member of staff to fully engage in the redeployment process in certain circumstances. Such a request would require prior approval of the FPVC (or equivalent).

4.2 Suitable Alternative Employment and Redeployment within the Department/Faculty

- 4.2.1 Responsibility lies initially with the Head of Department and line manager in which the member(s) of staff is at risk of redundancy. It is expected that every effort is made to fully explore suitable alternative employment



and Departmental opportunities for redeployment and within the wider Faculty in the first instance.

4.2.2 Human Resources should be informed of any redeployment opportunities that arise within the Department/Faculty in order to determine whether there are any employment issues of which the individual should be made aware and to update the employee's HR record as necessary.

4.2.3 Consideration needs to be given at the stage of the Departmental Planning rounds and the development of Faculty and Departmental People Plans, to identify opportunities for staff who may become at risk.

4.3 Redeployment within the wider University

4.3.1 If no suitable alternative employment or redeployment opportunity can be found within their own Department/Faculty, the details of the member of staff shall be placed in the Redeployment Pool, administered by the Human Resources Department. The individual member of staff has a responsibility to proactively assess vacancies against their skills and experience and to bring to the attention of recruiting managers and Human Resources any transferable skills they have to match a vacancy.

4.4 Redeployment Process to be followed with an individual member of staff

4.4.1 The Redeployment Process to be followed can be accessed on the Human Resources website.

4.4.2 The line manager shall be responsible for meeting with the member of staff to initiate the redeployment process through completion of the necessary documentation. The member of staff may be accompanied to this meeting by a trade union representative or work colleague.

4.4.3 The member of staff will complete the redeployment form and will be responsible for ensuring that all transferable skills and experience are included on the form to ensure they can be considered for as many suitable alternative posts as possible. Human Resources will offer assistance and support to the member of staff, if required.

4.4.4 Human Resources will maintain regular contact with staff in the Redeployment Pool and offer assistance with the completion of documentation, identification of transferable skills and assessment of the likelihood of suitable alternative employment being available during the redeployment period. If deemed to be of assistance, staff will be assigned a member of staff from Human Resources who will act as a point of contact.



- 4.4.5** Whilst it is the responsibility of HR to bring to the attention of a member of staff any potential redeployment opportunities, the member of staff must also take responsibility for regularly reviewing and applying for suitable vacancies in the Redeployment Pool and drawing to the attention of Human Resources any vacancies they believe could constitute suitable alternative employment.
- 4.4.6** Human Resources, in conjunction with the appropriate line manager, shall be responsible for assessing whether the individual's skills match the requirements of the post and whether a post constitutes suitable alternative employment. The assessment will take into account any training which could be provided so that wider redeployment opportunities could be considered for the member of staff.
- 4.4.7** Eligible staff in the Redeployment Pool shall be entitled to priority consideration for all vacancies considered to be a suitable match by the line manager of the vacancy and Human Resources. The suitability of the member of staff for the vacancy shall be considered by the recruitment panel in advance of advertising the post either more widely internally or externally.
- 4.4.8** Where a recruitment panel considers that a member of staff meets the minimum criteria for the post the individual will be guaranteed an invitation to be considered using the determined selection methods. Where a member of staff demonstrates through the selection process that s/he meets fully the essential requirements of the post or could do so with reasonable and appropriate training, it is expected that s/he should be appointed to the post.
- 4.4.9** Where a member of staff put forward for priority consideration of a post is not considered to meet the essential requirements of the post, the member of staff should be given feedback by the recruiting manager and/or Human Resources as to the reasons for not being considered for the post. The reasons should be confirmed in writing to the member of staff.
- 4.4.10** Where a member of staff, having participated in the selection process through this procedure, is not recommended for appointment, written reasons, based on the requirements for the post, shall be provided by the recruitment panel, with the support of Human Resources. In these circumstances, feedback will be provided to the member of staff by the recruitment panel.
- 4.4.11** Posts identified as a suitable match for priority consideration for staff in the Redeployment Pool and following participation in the selection process which do not result in the appointment of the member of staff seeking to be redeployed, shall be subject to review by the Faculty HR



Lead or delegate prior to the advertisement of the post. The Department shall be advised of the outcome of this review as soon as possible as to whether they can proceed with the advertisement of the post.

4.4.12 Where there is more than one member of staff in the Redeployment Pool who meets the essential requirements of the post, these staff will take part in a competitive selection process to determine the most suitable candidate for the post. This will be in accordance with the recruitment and selection process. Feedback will be provided to all staff considered during the selection process, whether or not successful.

4.4.13 Staff will normally be allowed to remain in the Redeployment Pool for a period of at least 3 months. This time period will be reviewed on a case by case basis taking into account the possibility of redeployment being found and the extent of any training requirements and may be extended for instance by offering the individual access to the Redeployment Pool earlier in the restructuring process, where agreed.

4.4.14 Where it has not been possible to secure alternative employment for staff through this procedure, the provisions of the redundancy avoidance and the redundancy procedures shall apply. The provisions and contractual and redundancy notice periods shall run concurrently with the redeployment period.

4.5 Alternative to Redeployment once the redeployment process has been exhausted

4.5.1 The University will make an enhanced redundancy payment (ERP) to eligible staff with two or more years' continuous service at the end of the redeployment period if s/he has explored and followed through every available opportunity for redeployment [see section 5] and has been unsuccessful at being appointed into another post.

4.6 Declined Offers

4.6.1 Where priority consideration and/or a guaranteed interview and/or an offer of a post through the redeployment process has been made and refused without valid reasons, the University reserves the right to proceed to dismissal on the grounds of redundancy, where applicable.

5. IDENTIFYING REDEPLOYMENT OPPORTUNITIES

5.1 Wherever possible, the University will seek to maintain staff in employment of a broadly comparable nature. The following criteria will be taken into account by the University to determine what roles might be considered:

- The nature of the work



- Qualifications, skills and experience required to carry out the work
- Aptitude and capability of the individual to undertake the work
- Working arrangements i.e. hours of work ,shift arrangements etc
- Level of responsibility relative to the previous role
- Grade and pay
- Location

5.2 Although efforts will be made to look for redeployment opportunities which are of the same grade and within the same staff category, with the agreement of the member of staff, it could include posts in alternative staff categories, those of a commensurate salary, posts on the grade below the current grade and posts within alternative University locations. Personal circumstances of the member of staff will also be taken into account, wherever possible.

5.3 All parties involved in the redeployment process are expected to exercise flexibility when considering opportunities of a different grade, staff category or University location.

5.4 Priority of consideration for a post and/or a guaranteed interview shall not be granted for posts which represent a promotion for the member of staff. These posts would need to be applied for through the normal recruitment process and in competition with all other applicants.

6. TRAINING AND SUPPORT

6.1 The University will consider possible training and development or other forms of support to help staff to adjust to change and prepare themselves effectively for suitable alternative posts. This will also include assisting staff to effectively write CVs/application forms to market their skills and experience and in preparation for interviews. A development plan template is available for this purpose.

6.2 Staff are expected to undertake appropriate training and exercise flexibility in considering available opportunities for support.

6.3 During the redeployment period staff shall remain in their original post and continue to be the responsibility of their originating department. Departments should allow reasonable time off for staff to find alternative employment, including attendance at interviews and for training purposes during the redeployment period, in accordance with statutory requirements.

6.4 Following successful redeployment the manager and member of staff should meet to set SRDS objectives, as well as to identify any training and development required to support these objectives. Ideally this should be as soon as possible following appointment ideally within the induction/trial period. It is expected



that the objectives set for individuals will contribute to the achievement of departmental objectives and priorities, and in some cases faculty and University objectives.

7. TRIAL PERIOD

- 7.1** A trial period may be used to assess (by both the University and the member of staff) whether the post is suitable in cases where it is unclear to either party whether this is the case.
- 7.2** A trial period will normally be up to a maximum of four weeks, and shall take effect from the date of appointment to the new post. Longer trial periods can be arranged in advance by mutual agreement between the manager and employee.
- 7.3** The trial period shall be communicated in writing to the member of staff and detail the duration and reasons for the trial period. At the end of the trial period, the manager and member of staff will agree, with Human Resources support, whether the trial period has been successful.
- 7.4** Where the trial period has been successful, the appointment shall be confirmed in writing to the member of staff.
- 7.5** Where the trial period has not been successful and the appointment cannot be confirmed, this will be supported by written reasons and discussed with the member of staff including alternative courses of action and next steps which will depend on the circumstances of each case.
- 7.6** The acceptance of a trial period does not affect the member of staff's entitlement to any redundancy payment.

8. PROTECTION OF EARNINGS AND CONDITIONS OF SERVICE

- 8.1** Offers of redeployment shall be made at the grade and conditions of service, including eligibility of membership of pension schemes, applicable to the post. As part of the University's commitment to its staff, the University offers transitional pay protection to staff who accept redeployment to a lower graded post. Pay protection is not a legal requirement and to ensure equal pay for work of equal value it cannot be maintained in the long term. Short term protection is therefore available to provide time for staff to accommodate the financial impact of taking up alternative employment at a lower grade.
- 8.2** Pay protection is the freezing of a member of staff's basic salary when s/he competes for and is formally appointed to a job, on a grade lower than his/her current grade, through the redeployment process.



8.3 Pay protection will not apply when a member of staff changes to a lower graded role due to:

- Performance issues
- The outcome of a disciplinary case
- Return to a substantive post following a secondment to a higher grade
- Application for and acceptance of a lower graded post by a member of staff not at risk of redundancy.

Pay protection will not apply to a member of staff to whom a redundancy payment has been made.

8.4 Where a member of staff's current contractual pay level exceeds that of the new post, their level of pay shall be maintained and frozen at their current cash pay level, excluding any additional allowances, additional contractual earnings or contractual overtime for 3 years or until the pay level for the new grade overtakes the cash pay level of the previous post, whichever occurs sooner. The pay protection will not be pensionable. Appropriate discussions and support will be offered to individuals with particular pensions queries arising from a pay protection situation.

8.5 If a member of staff is redeployed to a lower graded post on a reduced FTE then the protection will be calculated on a like for like basis, i.e. on the difference between the original post at the new FTE and the new suitable alternative post at that FTE.

8.6 Pay protection will apply to a member of staff's level of pay for their existing working commitment; where the contractual working hours of the redeployed post exceed the member of staff's contractual working hours of the existing post, pay protection will only apply to the existing contractual working hours. Any additional contractual working hours will be paid at the level attaching to the post.

9. STAFF RELOCATED TO TEMPORARY POSTS

9.1 Where it is not immediately possible to redeploy a member of staff on a long term basis, but instead redeploy to short term temporary posts (not exceeding 6 months), staff shall be allowed to remain on the redeployment database during the period of the temporary post.