



# Redeployment Guidance Note

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## **1 Introduction**

- 1.1 This guidance note supports the Redeployment Policy and provides practical advice in carrying out the requirements of the policy. It clarifies the roles and responsibilities of managers, employees, Human Resources (HR) and the procedure to be followed when employees require to be redeployed under the terms of the Redeployment Policy. Every effort must be made by all parties involved in the redeployment process to ensure experienced and skilled employees are retained within CultureNL, as far as is reasonably practicable.
- 1.2 When considering redeployment in redundancy situations, reference should be made to the Redundancy Policy.
- 1.3 As the period when redeployment options are being considered will normally not exceed three months, all parties must act promptly and proactively in accordance with the policy and guidance. The redeployment period will only be extended if there are extenuating circumstances which warrant special consideration e.g. a period of special leave.
- 1.4 It is recognised that, at any one time, there may be more than one employee in a redeployment situation; therefore it is essential that a fair and consistent procedure is followed in such circumstances.

## **2 Responsibilities in a Redeployment Situation**

### **2.1 Service Responsibilities**

- 2.1.1 Both Service managers and HR Teams are responsible for ensuring the redeployment process is followed when any of their employees are in a redeployment situation. They will :
  - hold an individual meeting with the employee concerned to discuss the implications for their employment contract and continued employment and to explain the redeployment process
  - encourage and support the employee to complete a redeployment personal profile (Appendix 1)
  - ensure the employee is considered for all suitable vacancies within their Service
  - ensure the employee can access CultureNL's vacancy list, which is updated on a fortnightly basis, and understands the process to follow if they identify a suitable alternative post for which they wish to be considered
  - ensure the employee's redeployment personal profile is passed to HR for circulation to, and consideration by all other Services
  - hold regular meetings with the employee to review progress during the redeployment period when redeployment options are being considered
  - arrange job placements where applicable
  - maintain a list of the posts and placements offered to the employee, and the outcome, including those in which the employee has expressed an interest and the reason why the employee would not consider any particular post or placement (if applicable)
  - formally confirm contractual notice of termination of employment if no post is identified. It is reasonable to expect that the process of identifying a suitable alternative post will continue during any notice period.

## 2.2 Employee Responsibilities

### 2.2.1 All employees in a redeployment situation must:

- co-operate fully with the redeployment procedure
- complete the redeployment personal profile as comprehensively as possible
- identify posts which they perceive may be suitable alternatives in CultureNL's vacancy list and inform their Service HR Team that they wish to be considered for these posts
- not unreasonably refuse to consider any alternative post
- maximise their opportunities for securing an alternative post, e.g. preparing for any interviews arranged
- co-operate with any job placement, training or retraining arranged or offered to enable them to undertake the duties of another post
- meet regularly with their line manager to discuss progress
- understand that in accepting a post to which they are redeployed, they are accepting the terms and conditions of that post e.g. pay and grade.

## 2.3 HR Responsibilities

### 2.3.1 HR will:

- assist Services at any stage of the redeployment process
- circulate the employee's redeployment personal profile to other Services in CultureNL, where appropriate, ensuring confidentiality is maintained
- update Services on any suitable, available posts.

## 3 Procedure

3.1 At the start of the redeployment process, the employee will be invited to attend a meeting with their line manager and a member of HR . They will be given a copy of the Redeployment Policy and guidance note prior to that meeting. The employee will be offered the opportunity to be accompanied at the meeting and this will be for the employee to arrange.

3.2 At the meeting the employee will be informed of the following:

- the reason why they are in a redeployment situation
- the redeployment procedure
- the timescales within which redeployment options are being considered, taking account of the Policy and individual circumstances
- that if an alternative post is not found within the redeployment period, the employee will be given formal contractual notice of the termination of their employment, including the grounds for the ending of the contract
- the reason why a redeployment personal profile has to be completed
- how to access CultureNL's vacancy list
- how to contact an HR Officer if they identify posts in CultureNL' s vacancy list they wish to be considered for, and
- how a job placement in a post operates.

Details of the above will be confirmed in writing to the employee by their line manager.

- 3.3 The line manager and/or the HR Officer will meet regularly with the employee during the redeployment period to review and monitor progress. The details of the discussions at the meetings will be confirmed in writing.
- 3.4 The employee must complete the redeployment personal profile detailing their skills, experience, knowledge and providing as much relevant detail as possible including information on transferable skills (Appendix 1). If the employee has a disability they should include details of any restrictions or reasonable adjustments they may require. This must be signed by the employee and the manager and returned to the HR Officer within the timescale agreed at the meeting.
- 3.5 On receipt of the completed redeployment personal profile, the HR Officer will ensure the employee is considered for all suitable posts in their Service. This should include not only similar posts but also posts with appropriate alternative duties and of a different grade (i.e. higher or lower grade).
- 3.6 There may be instances when a Service can match an employee directly into an alternative post, e.g. only one post-holder is affected and there is an alternative post on the same grade, conditions and responsibilities at another location within the Service. In such instances a matching meeting (which will serve as an introductory meeting) will be held between the employee and the new line manager, and the employee will be appointed to the alternative post.
- 3.7 If there are no suitable posts immediately available in the Service, the HR Officer will circulate the completed redeployment personal profile to other Services together with a covering memo (Appendix 2).

From the outset, the employee should access CultureNL's vacancy list and identify posts for which they wish to be considered. They should give details of these posts to an HR Officer.

- 3.8 Where an employee in a redeployment situation expresses an interest in an alternative post either within their own Service or in another Service, or where more than one employee within the Service is affected, normal recruitment processes must not proceed until an assessment is made on whether the employee(s) concerned meet(s) the minimum criteria for the vacant identified post(s). The HR Officer will liaise with the relevant Service as applicable, and consider the employee's redeployment personal profile against the person specification for the post concerned.
- 3.9 If the employee does not meet the essential criteria for the post, the relevant HR Officer will advise the employee (Appendix 3). Where employees meet the essential criteria, they will be invited for interview, in writing, before consideration is given to applications from anyone not on redeployment.
- 3.10 Where interviews are set up under redeployment arrangements, all employees concerned must be given details of who to contact for more information on the vacant post and, if possible, be offered the opportunity to visit the relevant office/work location in advance of the interview. It is the responsibility of the individual employee to ensure they are properly prepared for interview.
- 3.11 Any offer of employment will be subject to receipt of a satisfactory health questionnaire and criminal declaration form. These forms will be issued to the successful employee following interview. This is to minimise any potential risk to CultureNL as an individual's personal circumstances may have changed since they last completed these forms.

Appropriate disclosure checks will be undertaken at this stage, to comply with the Scottish vetting and barring scheme introduced by the Protection of Vulnerable Groups (Scotland) Act 2007.

3.12 The outcome of the interview will be one of the following:

- the employee is appointed to the post subject to receipt of a satisfactory health questionnaire, criminal conviction declaration and subject to satisfactory evidence of the Protection of Vulnerable Groups Scheme membership, where applicable
- the employee is offered a job placement in the post
- the employee is not offered the post.

The employee will be given the outcome verbally and this will be confirmed in writing by the recruiting Service.

3.13 When an employee is successful in obtaining an alternative post, they will immediately take on the terms and conditions of the new post unless the terms of CultureNL's Redundancy Policy applies.

3.14 If the employee is unable to find an alternative post within any Service of CultureNL or if a job placement has been unsuccessful, and all other options to retain the employee have been exhausted, the line manager, in consultation with the relevant HR Officer, will then give the employee formal contractual notice of the termination of their employment.

#### **4 Job placements**

4.1 A job placement may be offered to an employee in a redeployment situation who meets all of the essential criteria for the post, or who could satisfy the essential criteria for the post following a minimal amount of training or retraining, e.g. computer training being provided for an employee currently working in a post where minimal computer skills are necessary and are not a criteria of the post, being redeployed to a post where computer skills are an essential criteria.

4.2 A job placement will normally be for a minimum of four weeks in duration. The details of the job placement will be confirmed in writing by the HR Officer.

4.3 A job placement may be extended in exceptional circumstances or where extra time is needed for the purposes of training up to a maximum period of three months.

4.4 During the job placement, the employee will continue to be employed by their own Service and on their existing terms and conditions.

4.5 During a job placement there will be on-going dialogue between the employee and their host line manager to assist the employee to undertake the duties of the post. All job placements must be assessed at the end of the initial four week period by the host Service (Appendix 4). The host Service will arrange a meeting with the employee and HR Officer to discuss the assessment of the job placement. The host Service, normally the host line manager, will inform the employee of the outcome which will be one of the following:

- the job placement has been successful and the employee will take up the post on a permanent basis
- the job placement will be extended
- the job placement has been unsuccessful and the employee will return to their own

Service or work location as identified by the line manager or HR Officer.

The outcome of the meeting will be confirmed in writing to the employee by the HR Officer. Their line manager will also be informed of the outcome.

## **5 General**

- 5.1 Employees in a redeployment situation must be given enough information about any alternative post and enough time to make a decision within the constraints of the recruiting deadlines. Employees should be encouraged to take up a job placement, where appropriate.
- 5.2 It should not be assumed that posts which involve a change in pay or status, or which appear less attractive for other reasons, will be unacceptable to the employee. These posts must still be discussed with the employee.
- 5.3 The circumstances of an employee with a disability must be considered in terms of the Equality Act 2010. Where an employee with a disability becomes incapable of performing the duties of their post, CultureNL is under a duty to consider what reasonable adjustments can be made to allow the employee to continue in their post, as far as is reasonably practicable. This may ultimately include redeployment once any other options, such as reasonable adjustments, have been exhausted, or are not viable. Where reasonable adjustments and all other options have been exhausted, the employee's contract of employment will be terminated on the grounds of capability.
- 5.4 CultureNL will not be bound to appoint to alternative posts:
  - (i) where the employee's competencies do not meet the demands of the job or,
  - (ii) where a job placement or period for training has been completed and the employee does not meet the essential criteria or competencies.
- 5.5 Redeployment will not normally apply under circumstances where an employee is unable to remain in their post as a result of the employee's own misconduct. In cases of poor performance redeployment may be considered. In both these circumstances, each case will be dealt with on its own merits in conjunction with the appropriate Service HR Team.
- 5.6 If an employee or line manager requires further information or guidance they should contact HR.

## Appendix 1

### Redeployment Personal Profile

Employee Name:	
Employee Ref/NI number:	
Service and Section:	
Home Address:	
Telephone number and e-mail address	
Current Post Title:	
Substantive Post if Different from above:	
Employment Status:	Permanent / temporary / fixed term contract (delete as appropriate)
Current Post Location:	
Date Commenced in Current Post:	
Post Grade:	

#### 1. Qualifications and Training:

Please state your academic, professional qualifications and other relevant training that you have undertaken.

#### 2. Current Duties:

Please describe your current duties including your key areas of responsibility.



**3. Employment History:**

List details of previous employment both with and outwith the Council. This should include dates employed and job titles.

**4. Previous Relevant Experience:**

Briefly summarise previous work experience with particular reference to skills and knowledge.

**5. Additional Information:**

Provide details of any relevant information not already included above.

**1. Disability / Adjustments:**

To attend interview –

Do you require any aids, adjustments or other arrangements to be in place to enable you to attend an interview?

Yes  No

If yes, please provide details of your requirements -

To carry out a job –

Do you require any aids, adjustments or other arrangements to be in place to enable you to carry out the job?

Yes  No

If yes, please provide details of your requirements -

I confirm that the information provided on this form is correct

Employee:

Line Manager:

<b>Signature:</b>		<b>Signature:</b>	
<b>Date:</b>		<b>Date:</b>	

**Appendix 2  
MEMORANDUM**

TO: HUMAN RESOURCES	FROM: ***
	Ask for: ***                      Ext: ***
Your Ref:	Date: ***
My Ref:	
Copied to:	Subject: REDEPLOYMENT

A redeployment situation has arisen for the undernoted employee and I would be grateful if you could arrange to include the undernoted employee for consideration under the terms of CultureNL's Redeployment Policy. A completed Redeployment Personal Profile is attached. Please process accordingly.

<b>Name:</b> ***	<b>National Insurance No.:</b> ***
<b>Service:</b> ***	<b>Employee No.:</b> ***
<b>Employment Location:</b> ***	<b>Designation:</b> ***
<b><u>Reason for Redeployment</u></b>	
<b><u>Other Comments</u></b>	

## MEMORANDUM

TO: HUMAN RESOURCES	FROM: ***
	Ask for: *** Ext: ***
Your Ref:	Date: ***
My Ref:	
Copied to:	Subject: REDEPLOYMENT

Further to earlier correspondence regarding the redeployment situation of the undernoted employee, I can confirm the outcome as follows:-

<b>Name:</b> ***	<b>National Insurance No.:</b> ***
<b>Service:</b> ***	<b>Employee No.:</b> ***
<b>Employment Location:</b> ***	<b>Designation:</b> ***
<b>Employee meets essential criteria: Yes / No</b> <b>If No, please give the reason(s) for this.</b>	
<b>Outcome: Appoint / Not appoint</b>	
<u><b>Provide reason for decision not to appoint</b></u>  ***	

REDEPLOYMENT JOB PLACEMENT ASSESSMENT

Employee Name:

Designation:

Reviewer in Host Service:

Start Date of Job placement:

Date of Assessment:

Key Actions & Targets	Are the current key Actions/ Targets being met or are there current or future development needs required.		
1.	YES	NO	Further training required
	Comments: Reviewer/Employee		
2.	YES	NO	Further training required
	Comments: Reviewer/Employee		
3.	YES	NO	Further training required
	Comments: Reviewer/Employee		
4.	YES	NO	Further training required
	Comments: Reviewer/Employee		
5.	YES	NO	Further training required
	Comments: Reviewer/Employee		
6.	YES	NO	Further training required
	Comments: Reviewer/Employee		

<b>Outcome of job placement:</b> <ul style="list-style-type: none"> <li>• job placement successful <input type="checkbox"/></li> <li>• job placement extended <input type="checkbox"/></li> <li>• job placement terminated <input type="checkbox"/></li> </ul>	<b>Reason:</b>
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Reviewer:    Name:  
                   Designation:

Signature:  
 Date:

Employee:    Name:  
                   Designation:

Signature:  
 Date: