



The University of Manchester

REDEPLOYMENT POLICY

1. Introduction

It is the aim of the University by careful forward planning, to ensure as far as possible, security of employment for all its employees. However, it is recognised that there may be changes from time to time for example, due to organisational requirements, which may affect staffing needs. Where it is necessary to make posts redundant the University will seek to redeploy staff into suitable alternative vacancies elsewhere in the University. Whilst the University is committed to seeking to redeploy staff at risk of redundancy it is acknowledged that this will not always be possible.

The University, in partnership with the campus trade unions, seeks to maintain and enhance its viability and efficiency in order to safeguard the current and future security of its staff and this policy enables staff to be redeployed to suitable posts within the institution.

This policy is operated alongside the University's agreed policies and guidance documents including the *Policy and Procedure on Contracts of Employment*, *Security of Employment Policy*, *Pay Protection Policy*, *Guidance on Introducing Change to Organisational Structures Statutes* and *Ordinances*. It is not intended to replace these policies and procedures and does not affect the rights of an individual to appeal against any redundancy or dismissal procedure.

2. Scope

This policy applies to all staff employed by the University.

This policy does not apply to staff:

- who are being dealt with through other procedures as a result of poor performance during their probationary period unless for one of the reasons listed in paragraph 4;
- who are engaged as interns.

3. Principles

The principles of this policy are as follows:-

- It is essential that this policy is adhered to throughout the redeployment process and all employees are treated fairly and consistently;
- Employees who have redeployee status will automatically be considered first for any vacant posts within the University at their current grade;
- Employees who have redeployee status must work jointly with the University in seeking alternative work and should not unreasonably refuse to apply for and accept (where offered) a suitable alternative post;

- Employees who require a Certificate of Sponsorship and visa to work in the UK are still subject to the visa and assessment rules in place and cannot automatically move their visa from one role to another. Before applying for an advertised role, these employees are advised to seek guidance from HR Services (HRServices@manchester.ac.uk) to determine whether the vacancy is suitable for sponsorship or not before applying;
- Regular meetings must take place between the line manager/HR Partner and the employee throughout the process to review progress, exchange information and to provide support and feedback;
- Employees have the right to be represented by a trade union representative or work colleague during the process except at informal interview and competitive interview stage.

4. Identifying Redeployees

There are a number of reasons why staff may be identified as a redeployee. This may be as a result of:-

- a) Where the requirement for a post is ceasing to exist e.g. following a restructure or organisational change;
- b) Where the post is redundant; the need for work of a particular type is diminishing or coming to an end;
- c) A fixed term/open ended contract linked to finite funding or a specific project is about to cease;
- d) An individual no longer being able to perform his/her current duties by reason of their health after reasonable adjustments have been considered and where the individual, may be able to carry out other duties in an alternative post;
- e) An individual no longer being able to carry out the duties of the post to which they have been appointed by reason of their capability and where the individual may be able to carry out duties in an alternative post;
- f) The outcome from a harassment and bullying complaint;
- g) A breakdown in working relationships between the individual and their line manager or their immediate colleagues.

5. Priority for redeployment

Employees who have redeployee status will be considered for vacancies before other internal or external applicants.

All vacancies will initially be advertised for 5 working days as, ring-fenced to applications from staff with redeployee status.

Consideration should be given to individuals who may be able to fulfil the role providing suitable training is available.

In the event of a member of staff becoming eligible for redeployment after the post has been opened up to internal and/or external candidates, the recruiting manager must give due consideration to the redeployee's application and arrange to interview them as soon as possible if they are considered suitable for the role. Redeployees cannot be considered once the vacancy has been formally offered to a suitable internal or external candidate.

6. Roles and Responsibilities

Role	Responsible for
Individual subject to redeployment	<ul style="list-style-type: none"> <input type="checkbox"/> Registering to receive job alerts <input type="checkbox"/> Co-operating and adhering fully to the Redeployment Policy <input type="checkbox"/> Reviewing details of vacancies regularly <input type="checkbox"/> Searching proactively for other opportunities both internally and externally <input type="checkbox"/> Considering applying for all suitable alternative vacancies <input type="checkbox"/> Being willing and proactive in identifying and undertaking training that will enhance prospects of redeployment Being as flexible as possible when considering suitable alternative or alternative roles which may involve an appropriate level of training <input type="checkbox"/> Submitting a detailed up to date CV for consideration against suitable vacancies <input type="checkbox"/> Considering reasonable changes in working arrangements, pay and responsibilities <input type="checkbox"/> Preparing for interviews and selection processes <input type="checkbox"/> Keeping HR aware of any planned absences
Current Head of School / Directorate / Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Notifying HR as soon as possible of any potential redeployment situations <input type="checkbox"/> Providing ongoing support and advice as appropriate to employees subject to redeployment <input type="checkbox"/> Seeking appropriate opportunities to assimilate individuals subject to redeployment to suitable alternative posts within their area <input type="checkbox"/> Accepting a University responsibility for employees by responding positively to requests to consider staff subject to redeployment <input type="checkbox"/> Maintaining a record of all meetings and communications regarding the Redeployment Procedure in relation to the employee

	<ul style="list-style-type: none"> <input type="checkbox"/> Supporting and encouraging the enhancement of transferable skills by training, re-training (as appropriate), coaching <input type="checkbox"/> Releasing members of staff to take up redeployment opportunities as soon as possible
	<ul style="list-style-type: none"> <input type="checkbox"/> Allowing reasonable time off for redeployees to attend interviews or training as appropriate <input type="checkbox"/> Considering alternatives to redundancy, for example, seeking further funding
Recruiting/Receiving Head of School / Directorate / Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Considering members of staff who are subject to redeployment ahead of any other applicants <input type="checkbox"/> Assessing redeployees against the essential criteria for the post <input type="checkbox"/> Interviewing redeployees to assess where they meet essential criteria as early as possible <input type="checkbox"/> Monitoring, documenting and determining suitability during a trial period <input type="checkbox"/> Providing essential training and support during an agreed trial period <input type="checkbox"/> Providing detailed feedback and evidence of unsuitability of redeployees in writing to HR on the non-appointment of a redeployee
HR Directorate	<ul style="list-style-type: none"> <input type="checkbox"/> Confirming redeployees status and priority at the earliest opportunity <input type="checkbox"/> Meeting with the employee as soon as possible to explain the process, ensure their CV and any other information is up to date and they are registered for job alerts, identify any training needs (as appropriate) including interview skills <input type="checkbox"/> Notifying redeployment candidates of suitable vacancies <input type="checkbox"/> Determining the eligibility of redeployment candidates for specific posts <input type="checkbox"/> Liaising with the recruiting manager to ensure prior consideration for vacant posts <input type="checkbox"/> Liaising with Occupational Health in appropriate cases <input type="checkbox"/> Providing advice and guidance to the employee, their current line manager and any potential receiving manager throughout the redeployment process <input type="checkbox"/> Ensuring adherence to the Redeployment Policy and promoting it's consistent application
The Director of Human Resources	<ul style="list-style-type: none"> <input type="checkbox"/> Reviewing the application of the policy in consultation with the Campus Trade Unions <input type="checkbox"/> Advising the HR Sub Committee of the effectiveness of the policy in addition to recommending any revisions

	<input type="checkbox"/> Reviewing the outcome of a refusal by a manager to offer the redeployee a role <input type="checkbox"/> Reviewing a refusal by a line manager to extend a trial period or to accept the individual as suitable for the role at the end of the trial period <input type="checkbox"/> Reviewing a refusal by a redeployee to accept the offer of a suitable alternative role
Trade Union Negotiating Group	<input type="checkbox"/> Review the application of the policy with HR

7. Process for redeployment of staff with redeployee status

Once it has been established that an employee will be subject to redeployment in accordance with one of the reasons set out in section 4.0 above, the employee will meet with their line manager/HR Partner to discuss the redeployment process, register for job alerts, to update their CV and to conduct a review of their skills/knowledge and abilities (see [Employee Information Form](#)). This will contribute to establishing any training and development needs to help the employee to secure suitable alternative employment. This will also include whether the employee would benefit from coaching in interviewing skills, and provision of advice regarding applications.

All vacancies will initially be advertised for 5 working days, ring-fenced to applications from staff with redeployee status. Redeployees will be expected to apply for all suitable vacancies.

Consideration should be given to individuals who may be able to fulfil the role providing suitable training is available.

Should there be no suitable applications during this period, the post may be re-advertised internally or externally as appropriate. In the rare event of a member of staff becoming eligible for redeployment after the post has been opened up to internal and/or external candidates, the recruiting manager will consider the redeployee's application as soon as possible and, if suitable, arrange an interview. This will be the case at all stages of recruitment unless the post has already been formally offered to another applicant.

It is expected that an interview will be used for determining the redeployee's suitability for a vacancy. However, the number on the panel will be kept to a minimum and the interview will be conducted as informally as possible. The key objective is to establish whether or not a ring-fenced employee meets or can be trained in a reasonable period to meet the essential criteria in the job's person specification. A candidate may not meet the full specification of the job but with a reasonable amount of training, development and support, and within a reasonable period would be able to carry out the role. The recruiting manager will be responsible for providing feedback to the individual.

The panel will be expected to keep a written record of their decision and the reasons for their decision. There may be occasions when there is more than one suitable candidate with redeployee status who is suitable for the vacancy. In such cases the panel must appoint the most suitable person to the vacancy based on the criteria/person specification for the job.

The suitability of redeployees for the post will be initially determined at the application stage and then based on the assessment at interview and subsequently through assessment during the trial period if deemed to be appropriate. Therefore references will not normally be requested from previous line managers.

In cases where the recruiting manager considers the individual to be unsuitable for the role and the HR Partner considers the employee to be suitable, the matter will be referred to the Director of Human Resources for review. The Director of Human Resources will consider whether the refusal was reasonable or not.

The University aims to secure redeployment to suitable alternative roles, i.e. a post at the same grade and level of responsibility, taking due account of the individual's skills and their personal circumstances and the reasons for the redeployment. This may vary for cases arising as a result of capability issues relating to either ill-health or performance or where redeployment is to a lower graded post at an employee's request.

An employee who is being redeployed may be accompanied by a trade union representative or work colleague at all meetings to discuss his/her own case but not at informal/formal interviews for vacancies.

8. A Suitable Alternative Role

When considering whether an alternative role is suitable, the following factors will be taken into account:-

- The individual's grade and pay
- The individual's skills and experience (do they have the right skills and experience for the new role)
- The aptitude and capability of the individual to undertake the work
- Working arrangements i.e. hours of work
- Any training that could be provided to enhance skills and experience
- Level of responsibility relevant to previous role
- Location and accessibility
- Personal circumstances

9. Refusal to Accept a Reasonable Offer of Suitable Alternative Employment

Where a member of staff declines redeployee status and does not wish to be considered for suitable alternative employment, or they refuse to accept a reasonable offer of employment, then they must notify the Director of Human Resources immediately and in writing of their decision and their reasons for this. The Director of Human Resources will consider whether the refusal is reasonable or not. If the refusal is unreasonable and the offer is of suitable alternative employment, the employee may not be entitled to a redundancy payment. In circumstances where the individual refuses a suitable alternative position and is not at risk of redundancy, their employment may, if appropriate and subject to the correct processes and procedures, be terminated appropriately in accordance with their notice period. The individual will have the right of appeal in accordance with due process.

10. Trial Period

In accordance with legislation, where redeployed staff are offered a new position, a trial period of a minimum of 4 weeks (or longer if mutually agreed in writing in advance – subject to a maximum of 6 months) may apply to allow for retraining as provided by s138(6) of the Employment Rights Act 1996) may apply. This takes account of the fact that some staff may be capable of fulfilling the essential criteria for the post after a reasonable period of training has been provided.

In establishing a suitable trial period, managers should consider what would be a reasonable period of time for the individual to be able to fulfil the requirements of the role. This is likely to vary from role to role. Where managers are unsure then advice should be sought from the HR Partner.

Managers should take account of the fact that some staff may be capable of fulfilling the essential criteria for the post after a reasonable period of training has been provided. This should be subject to the appointing manager and the individual agreeing a reasonable period of time within which the required level of competence should be achieved.

The trial period should be fully documented before the post is taken up and any agreement should be fully documented and will include target review and completion dates within the agreed trial period unless it is agreed that the development needs require a longer period. Managers should complete "[The Trial Period](#)" *pro-forma* and provide a copy to the individual and to HR Services.

Monitoring during the trial period should be undertaken and recorded by the new line manager who should regularly liaise with the employee and the HR Partner, should there be any issues which may impact upon the suitability of the employee for the position on a permanent basis.

Should the employee determine that the post is unsuitable, or the employee be deemed by the line manager not to be appointable after a reasonable period of training, then the reasons must be submitted in writing to the Director of Human Resources for consideration.

If the reasons are justified then other redeployment opportunities will be sought in accordance with the provisions of the Redeployment Policy and subject to any notice of termination. Should the reason submitted by the employee not be justified then in such circumstances a meeting will be convened with the employee (and their trade union representative if they choose) to discuss this which may lead to his/her employment being terminated.

11. Pay Protection

The *Pay Protection Policy* confirms the arrangements that will apply in rare circumstances where it has been agreed to redeploy a member of staff to a lower graded position.

Consideration of the circumstances and approval for the awarding of pay protection will be at the discretion of the appropriate Faculty Head of Human Resources/Head of Central Human Resources and in consultation with the appropriate senior manager. Written approval must be obtained in advance of any offer of appointment.

Where an employee who is "at risk", chooses by their own volition to apply for a lower graded vacancy without prior approval and before all opportunities to secure alternative roles on a comparable basis have been exhausted, pay protection will not be awarded should they choose to accept that role.

12. Timescales

The timescales that employees will be considered a redeployee will vary according to the circumstances that led to them being given redeployee status, as set out in section 4.0 above and in accordance with the application of any relevant guidance/policy.

The University has agreed that in the circumstances defined in 4.0 (a) and 4.0 (b) above, employees will be given redeployee status from the date of the first collective consultation meeting with the Trade Unions. They will remain a redeployee for a period of 6 months, or until the expiry of their

notice period whichever is the greater period, or until they are no longer at risk of redundancy, during which time the provisions of the *Redeployment Policy* will apply.

In accordance with the *Guidance on Introducing Change to Organisational Structures*, any members of staff who have not been selected for a role in the new structure, will be issued with notice that confirms attempts will continue to secure their redeployment, but that if they are not appointed to a role, their employment will terminate on a date no later than the date 6 months after they were declared at risk and identified as a redeployee.

In the circumstances defined in 4.0 (c) above, where appropriate the member of staff will be given redeployee status four months before the potential expiry of their contract. The redeployment process will then continue in accordance with the *Policy and Procedure on Contracts of Employment*.

13. Consultation

The University is committed to undertaking meaningful collective consultation with the campus Trade Unions and affected individuals at the earliest opportunity.

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Related information:	
Policy owner:	Director of Human Resources
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