



University of  
St Andrews

## Redeployment policy

|                                   |  |
|-----------------------------------|--|
| <b>Document type</b>              | <b>Policy</b>  |
| <b>Scope (applies to)</b>         | All staff  |
| <b>Applicability date</b>         | 30/09/2015   |
| <b>Review / Expiry date</b>       | 30/08/2020   |
| <b>Approved date</b>              | 20/08/2019   |
| <b>Approver</b>                   | Deputy Director  |
| <b>Document owner</b>             | Human Resources Officer  |
| <b>School / unit</b>              | Human Resources  |
| <b>Document status</b>            | Published  |
| <b>Information classification</b> | Public   |
| <b>Equality impact assessment</b> | None   |
| <b>Key terms</b>                  | Staff/Employee relations/Redeployment  |
| <b>Purpose</b>                    | This document outlines the circumstances in which redeployment for employees within the University will be considered. |

| <b>Version number</b> | <b>Purpose / changes</b>                        | <b>Document status</b> | <b>Author of changes, role and school / unit</b> | <b>Date</b> |
|-----------------------|---|------------------------|--|-------------|
| 1.0                   | Migration of the policy to the Governance Zone. | Published              | Lisa Stewart<br>Human Resources                  | 01/07/2019  |

## **Table of contents**

|    |                                    |   |
|----|------------------------------------|---|
| 1. | Introduction                       | 3 |
| 2. | Potential reasons for redeployment | 3 |
| 3. | General principles                 | 3 |
| 4. | Procedure                          | 4 |
| 5. | Redeployment to avoid redundancy   | 5 |
| 6. | Other requests for redeployment    | 5 |
| 7. | Trial periods                      | 6 |
| 8. | Pay protection                     | 6 |
| 9. | Training                           | 6 |

## 1. Introduction

- 1.1 An effective redeployment policy facilitates the retention of valuable skills and experience within the University. It contributes to a positive working environment and meets the University's moral and legal obligations whilst ensuring that the University continues to recruit new skills and talent to retain its competitive edge in the Higher Education sector.
- 1.2 This policy outlines the circumstances in which redeployment for employees within the University will be considered. In this context, redeployment means the same as suitable alternative work. Redeployment may be on a temporary or permanent basis.
- 1.3 All managers should accept a corporate responsibility for University employees and make every effort to respond positively to applications from employees who are subject to redeployment.

## 2. Potential reasons for redeployment

- Restructuring within a School/Unit;
- Health;
- Avoidance of redundancy;
- Interests of the University;
- Other requests;
- [Red Circling](#) (see appendix D).

## 3. General principles

- 3.1 The University recognises its duty in seeking suitable alternative work for those employees in the following circumstances:
  - When, as a result of restructuring, the employee's job no longer exists or is substantially changed;
  - By reason of disability or other medical reason, the employee is no longer able to continue in their current role despite the implementation of reasonable adjustments to that role;
  - As a result of changing needs or interests of the University;
- 3.2 In addition to the duty accepted by the University, there is also a responsibility in such situations for the employee to co-operate in the identification and investigation of new opportunities for work within the University and to accept reasonable requests for training and skills development in order to adapt to new opportunities.
- 3.3 When considering redeployment and the suitability of other positions, the following criteria should normally be taken into consideration:
  - Pay/grade;
  - The employee's personal circumstances, qualifications and career aspirations;
  - Working environment;
  - Hours of work;
  - Nature of work, e.g. minimum skills required to do the job.
- 3.4 Wherever possible, the University will seek suitable alternative work on comparable terms and conditions, but this may not always be possible within a reasonable span of time (normally 3 months).

3.5 It is important to note that it should not be assumed that an individual will not be interested in a particular position because it is at a lower grade. The individual should be given the opportunity to consider whether they are prepared to take on a job at a lower grade. It should be noted, however, that positions at a higher level/grade will not normally be considered as suitable alternative work for redeployment purposes. Such positions may be sought through normal competitive processes.

#### 4. Procedure

4.1 Where redeployment of staff is being considered to a **similar role** from one unit to another, the following process will normally be undertaken:

- Discussion held with the members of staff informing them of the need for redeployment to a different School/Unit. This will involve at least 2 meetings: the first informing them of the proposed redeployment and the second to deal with any questions/concerns they have and to determine a transition process to the new School/Unit. The employee can be accompanied by a trade union representative or work colleague at this meeting.
- Members of staff will be provided with adequate support during the transition period, including opportunities for induction and skills training as required.

4.2 Where redeployment of staff is being considered to a **different role** in the University, the following process will normally be undertaken:

- Discussion held with the members of staff informing them of the need for redeployment to a different role and (possibly) School/Unit. This will involve at least 2 meetings: the first informing them of the proposed redeployment and the second to deal with any questions/concerns they have and to determine a transition process to the new role and (possibly) School/Unit. The employee can be accompanied by a trade union representative or work colleague at this meeting.
- Should the new role or roles be graded at a lower grade than is currently the case, the University will endeavour provide protection of pay in accordance with [Section 8](#).
- The individual will be provided with support during the transition period, including opportunities for induction and skills training.
- Where a member of staff considers a redeployment to have been unsuccessful, the University will seek to find an alternative position unless the University judges that the redeployment has been successful or judges that the resistance of the member of staff to positive engagement with the new roles and (possibly) School/Unit is a significant factor in the failure. In such cases no attempts will be made to initiate a further redeployment, but the member of staff will be fully entitled to apply for other posts in the University on a competitive basis.

4.3 Where staff have a **disability or other medical reason** which has resulted in the employee being unable to continue in their current role despite the implementation of reasonable adjustment, the following process will normally be undertaken:

- Meeting held with the individual and the line manager/Head of School/Unit and an HR Business Partner (HRBP). The meeting will explore the types of roles for which the individual would like to be considered, together with relevant skills, experience and any training needs. The HRBP will outline the process that will be followed to find a suitable

alternative position for the individual. The employee can be accompanied by a trade union representative or work colleague at this meeting.

- Heads of School/Unit will be encouraged to identify suitable opportunities for redeployment within their own School/Unit in the first instance. If there is nothing suitable within the School/Unit, the HRBP will identify if there are other vacancies that may be a suitable alternative in another area of the University. There has to be a genuine vacancy; no positions will be created purely for the purposes of redeployment. Individuals should also look at the vacancy bulletin on the [Human Resources website](#) to see whether there are any jobs in which they may be interested.
- Once a likely suitable position has been identified by the HRBP, manager or individual, a CV/Application form for the position should be submitted by the individual to the HRBP who will then liaise with the recruiting manager to ensure that the individual meets the essential criteria for the job.
- If the individual seeking redeployment meets the essential criteria for the job, they will be given prior consideration for the post by means of an interview in advance of any other internal/external candidates being considered. It should be noted that if the individual does not meet the essential criteria but with a reasonable amount of training would, they should still be considered prior to other candidates. The interview should take place as quickly as possible as any external advert may be delayed as a consequence of this process.
- If it is concluded that the individual does meet the requirements of the position, they should be offered it before consideration of any other candidates. If, however, it is concluded that the individual does not meet the requirements of the post, they will be given written feedback by the recruiting manager explaining the reasons for this decision.
- If more than one employee seeking redeployment expresses an interest in a particular post, a competitive selection process in line with the University's normal procedure will take place, limited to those seeking redeployment.

## **5. Redeployment to avoid redundancy**

- 5.1 Although the University is committed as far as possible to protecting the employment security of employees, it is recognised that there are a variety of ways in which redundancy situations may potentially arise. Redeployment as a result of redundancy will be dealt with separately under the [Redundancy Policy](#). Please note that redeployment to avoid redundancy will take priority over other reasons when opportunities arise.

## **6. Other requests for redeployment**

- 6.1 The University recognises that there will be occasions when individuals wish to seek redeployment to an alternative role for a variety of reasons of their own. Whilst the University has no requirement to support such requests, the University may give sympathetic consideration to redeployment in the following circumstances:
- Where a request for flexible working, made in accordance with statutory provisions, cannot be accommodated within the individual's current role;
  - At the request of an individual who wishes to reduce their level of responsibility;
  - As a result of a formal recommendation made under a formal University policy/procedure, such as a disciplinary/grievance action;
  - Where there is a breakdown of a working relationship.

- a. The process to be followed in such cases will depend on the circumstances of the situation. Human Resources will liaise with the appropriate Head of School/Unit to determine an outcome.

## 7. Trial periods

- 7.1 A trial period will normally be part of any redeployment situation. This will be agreed in advance during the meetings outlined in [Section 4](#) above.

## 8. Pay protection

- 8.1 The University will make every effort to ensure that an offer of suitable alternative employment/redeployment is made at the same grade, however should an employee elect to accept a post a lower grade, their current pay will be protected for 3 years from the date of appointment to the new post. During this period, employees will not receive increments but will receive cost of living increases. The pay protection period will cease at the end of the 3 years when the employee's salary will revert to the top non-discretionary point of the new grade. During the period of pay protection the University will endeavour to develop the new role to a level that justifies the original grade of the employee, but the University is unable to guarantee that this will be possible in all circumstances.
- 8.2 If the employee voluntarily changes position during the 3 year period of pay protection, the protection would normally lapse.
- 8.3 Pay protection will not apply to employees who voluntarily request to move to a post at a lower grade or who have been redeployed to a post at a lower grade because of disciplinary action.

## 9. Training

- 9.1 The University is committed to facilitating and funding reasonable training to enable employees to be redeployed to a suitable alternative position.
- 9.2 All advertised vacancies are available to view on the [University's recruitment website](#).

| Version number | Purpose / changes                               | Document status | Author of changes, role and school / unit | Date       |
|----------------|---|-----------------|---|------------|
| 1.0            | Migration of the policy to the Governance Zone. | Published       | Lisa Stewart<br>Human Resources           | 01/07/2019 |
|                |   |                 |   |            |
|                |   |                 |   |            |
|                |   |                 |   |            |