REDEPLOYMENT POLICY

1 POLICY

Heriot Watt University is committed to maintaining security of employment for all employees. The University can, by this means, retain knowledge, skills and experience at times of change.

The scope of this policy covers all permanent full and part-time employees.

Fixed Term contracts are dealt with under the policies “The Use of Fixed Term Contracts” and “Handling the Expiry of Fixed Term Contracts”; however, in certain circumstances, depending on the reason for the fixed term contract and/or organisational change within the University, this policy may also be applied to staff employed on fixed term contracts.

2 PRINCIPLES

a. Redeployment will be considered before any posts are advertised in accordance with the University’s Recruitment and Selection procedures.

b. Redeployment is concerned with finding suitable alternative employment for employees affected by organisational change. The redeployment principles may also apply to employees, who for health, disability or other legitimate reasons are unable to continue to do the duties of their posts, but who are assessed as fit to do other duties.

c. The University will seek to redeploy employees affected by change either within their School/Section, or within other parts of the University.

d. The definition of “suitable alternative employment” will in all cases take account of the Employment Rights Act 1996 statutory definition and both the operational needs of the University and the needs and personal circumstances of the individual employee.

e. A University wide redeployment register will be kept, holding details of employees whose employment is “at risk” of ending. “At risk” is defined broadly to include all employees in a School/Section which will require to reduce staff numbers.

f. An employee on the redeployment register, who meets the minimum criteria for a vacancy will be interviewed without the need for wider advertisement.
g. Where trial periods or training (normally no more than 3 months) would make it easier for “at risk” employees to fill vacant posts, this will be discussed at the time of consideration for a vacancy. Where practical, secondments or sabbatical periods may also be considered.

h. If during, or upon the completion of, the trial period it is agreed between the line manager and the “at risk” employee that the employment is not suitable, employees will return to the risk register, and if no suitable alternative employment can be found, the current Redundancy Policy will apply as a last resort.

i. Employees who turn down an offer of suitable alternative employment with reasonable cause will not lose entitlement to a redundancy payment.

j. Employees who turn down an offer of suitable alternative employment without reasonable cause will lose their entitlement to a redundancy payment.

k. Except at selection interviews, employees will be entitled to be accompanied by a trade union representative or work colleague during discussions about possible redeployment or protection.

l. Redeployment to a Lower Grade

1. The University will seek to redepoly staff within posts at the same grade. If this is not possible, posts at lower grades will be considered.

2. Staff redepolyed to lower grade posts will receive salary protection in accordance with the Salary Protection policy (at section 6 below).

3. The Head of School/Section and the individual will seek to agree a role development plan or a Personal Development Plan for the duration of the protection period.

4. The Role development plan is designed to expand and develop the role so that it meets the profiles of the higher (protected) grade. To ensure that movement to the higher (protected) grade is possible the agreed role development will be evaluated before the individual commences working to the plan.

5. There may be occasions where there is no business case for the employee to go to to the higher grade and that a lower grade role is all that is required. In such cases the member of staff and Head of School/Section will work towards a Personal Development Plan.

6. The Personal Development Plan is designed to assist the role holder being sufficiently skilled to seek transfer to a post at the protected grade should one become available.

7. The individual and the Head of School/Section can agree to the ending of the role development plan, and its immediate replacement with a personal development plan at any time.
8. Individuals whose salary is protected will be required to undertake all duties which were a requirement of the post prior to the role evaluation.

9. Throughout the duration of the protection period the University will seek to identify vacant alternative roles that might permit the employee to move to that role and thereby to confirm the higher (protected) grade but in an alternative post.

10. During the period of protection, individuals may not unreasonably refuse to undertake duties commensurate with the higher (protected) grade.

Notwithstanding the above, the University reserves the right to proceed straight to open and/or external advertising in order to meet strategic goals requiring specific exceptional or specialised skills and experience. At risk employees demonstrating minimum criteria for the post will be guaranteed an interview alongside other external candidates.

3 POLICY LINKS

This policy links to and is consistent with the following University policies and procedures:

- Recruitment & Selection
- Development & Training
- Fixed Term Contracts
- Retirement
- Grievance Procedures
- Equal Opportunities
- Bullying and Harassment
- Redeployment on the Grounds of Ill-Health

4 RESPONSIBILITIES

**Principal**
The Principal is responsible for ensuring that the policy is applied across the University.

**Heads of School/Section**
Heads of School/Section are responsible for ensuring that the policy is applied within their area of responsibility.

**Vacancy Management Group**
The VMG is responsible for:
- approving all vacancies
- approving external or unrestricted advertising in exceptional circumstances
- reviewing the redeployment register with a view to a suggesting redeployments

**Section Managers**
Section Managers are responsible for:
identifying employees who are at risk of losing employment as a result of organisational change and informing the Human Resource Department

- ensuring that the possibility of redeployment throughout the University is explored prior to advertising vacancies.
- justifying any decisions taken not to appoint in accordance with this policy
- providing feedback to employees who are considered by them as unsuitable for matching to a vacant post.
- ensuring that during induction, objectives are set and training offered to ensure that minimum performance standards are met during the trial period.

**Human Resource Department**

The Human Resource Department is responsible for:

- ensuring consistent application of the policy
- supporting employees on the ‘at risk’ register
- maintaining the “at risk” register
- managing and supervising the redeployment process (inc VMG)
- identifying potential candidates for matching
- advising managers on policy application and the assessment process
- monitoring implementation of the policy
- reviewing and updating the policy in line with employment legislation and best practice

**Individual Employees**

Individual employees are responsible for:

- actively participating in the redeployment process
- taking a flexible approach to alternative employment
- taking advantage of support offered
- taking personal responsibility for identifying alternative opportunities
- Providing an up-to-date CV

5 **PROCESS**

(a) The Human Resource Department will keep a redeployment register. This will hold details of employees whose employment is likely to end as a result of organisational change or the ending of a fixed term or open-ended contract within the following 12 months. Employees will always be advised if they are to be placed on the register.

(b) The Vacancy Management Group (VMG) will be responsible for approving vacancies. Following a review of the redeployment register.

(c) The Human Resource Department will identify any potential matches within 5 working days of VMG approval. This will be based on minimum criteria for the post.

(d) If there are potential matches, the Head of School/Section will assess whether they:
i. meet the minimum selection criteria for appointment
ii. could meet the minimum criteria for appointment with some support, training programme (up to 3 months) or a trial period (normally no more than 3 months
iii. do not meet the minimum criteria for the post.

(e) If i) or ii) above apply, the Head of School/Section will offer the vacancy to the candidate or to the most suitable candidate if more than one is available, after following standard interview processes. Candidates must respond within a reasonable, mutually agreed timescale.

(f) If (iii) applies the Head of School/Section will confirm in writing to the candidate and the Human Resource Department the reasons for being assessed as unsuitable. The Human Resource Department will then discuss options available with the unsuccessful candidate/s.

(g) If there are no potential matches, the normal recruitment process will apply.

(h) If there is no success in finding suitable alternative employment under the redeployment policy, the employee's contract would come to an end, in accordance with the current redundancy policy.

6 PROTECTION

a) Protection is designed to offer temporary assistance to enable employees to adjust to a salary change in circumstances where they have chosen to take a lower graded post as suitable alternative employment to avoid redundancy.

b) Protection will be offered to employees on the understanding that they will move to a post on their protected grade should a suitable one become vacant during the period of protection.

c) Protection will be offered on the following basis

5 years service and above

Up to three years full protection with cost of living pay awards and no further incremental protection.

Less than 5 years service

Up to two years full protection with cost of living pay awards and no further incremental protection.

d) Full protection is defined as contractual salary at the time of the move to the new post.
e) At the end of the protection period, salary will be at the top of the salary scale. Normal salary progression will apply from that time.

7 NEW POSTS

Where new posts are established as a result of restructuring the following standards will apply.

a) Where the duties of a new post are substantially the same as an existing post in the University, the post-holder will be slotted into the new post. Substantially the same in this instance will be defined as the majority of the duties overlap

b) Where the duties of the new post combine significant elements that were previously the responsibilities or two or more people, all post holders will compete in a selection process

c) Where a post is completely new, the post will initially be filled by a selection process limited to those on the redeployment register within the University

d) Where the above processes require a selection panel, it will normally include a representative from outside the appointing department, as well as a Human Resource representative.

POLICY REVIEW

This policy will be reviewed in January 2011.

Human Resources
January 2010