



University
of Glasgow | Human
Resources

Redeployment Policy

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Policy Snapshot

- The University is obliged to offer suitable alternative employment (where available) in order to avoid redundancy
- Hiring managers must offer a priority interview to eligible 'at risk' candidates who match the grade and have the potential to meet the essential criteria for an advertised role
- Hiring managers must offer an advertised role to eligible 'at risk' candidates who attend for interview, if they demonstrate at that interview that they meet the essential criteria
- Trial periods and/or development plans should be considered to bridge any gaps in knowledge, skills or experience where appropriate

1. Introduction

- 1.1 The University is committed to preserving and maintaining employment wherever possible and realises that situations can arise whereby employees may find their employment at risk (e.g. in potential redundancy situations or through ill-health). The Redeployment policy aims to support, as far as is reasonably possible, the securing of suitable alternative employment opportunities within the University for employees in such a position.
- 1.2 The University is obliged to offer suitable alternative employment (where available) in order to avoid redundancy.
- 1.3 The Redeployment Policy (and process) is intended to support the securing of alternatives to an employee being unable to continue in their role (for the reasons noted). It is not intended to be utilised in isolation and managers should always continue to work with employees to explore any other alternatives relevant to the circumstances.
- 1.4 The policy and associated process is underpinned by a job alerts system which is integrated with the University's recruitment process in order to ensure that appropriate opportunities are flagged to affected employees.

2. Aims

2.1 The aims of the redeployment policy are to:

- Support preservation of employment wherever reasonably possible, where an employee's employment is at risk
- Outline the process through which suitable alternative employment opportunities are identified and explored through the recruitment process

3. Scope

3.1 This policy applies to University of Glasgow employees who:

- are potentially facing the end of their employment due to redundancy **and**,
- have at least 12 months service, or
- will have reached at least 12 months service by their contract end-date
- were appointed to their current role via a competitive recruitment process
- are interested in securing an alternative role within the University

3.2 Redeployment is typically applicable where an employee is at risk of redundancy through organisational change activity or the ending of a fixed-term or open-ended with funding-end date contract. It may however also be used with HR agreement in cases where an employee is unable (or is considered to be unable) to fulfil their role (on a long-term basis) due to ill-health/disability but where they may be able to fulfil an alternative role.

3.3 Research and Teaching

Where Research & Teaching staff are at risk due to the circumstances noted above, alternatives should also be explored via consultation with the appropriate PI/line manager as part of the contract-end management process. Such alternatives may involve considering the scope for securing employment through other routes such as any opportunities known to the manager/PI within their own specialist areas or through connections/links to other research groups. Discussions around career aspirations may also be appropriate at this point, with senior managers being well placed to offer further guidance and support.

Staff who are at risk of redundancy/contract ending may also apply for roles as an internal candidate through their Employee Dashboard (See Applicant Guide) and must be offered an interview should they match the grade and display the potential to meet the essential criteria.

4. Principles

- 4.1 The redeployment process should be used only within the scope stated above. It is not intended as an alternative means of developing employees or to support other internal staff moves. Applications for internal vacancies should be made as per normal arrangements for staff who do not fall within the scope of this policy.
- 4.2 Managers of employees identified as 'at risk' should follow the appropriate policy or procedures relevant to the circumstances. In cases of redundancy, for example, this would include ensuring that full consultation takes place for as long as is required to explore other alternatives to the redundancy. In cases of ill-health, this may include exploring all other options and/or reasonable adjustments which may support the employee to remain in their contractual role. Redeployment should not be relied upon in isolation and exploration of alternatives should always continue concurrent to the search for redeployment.
- 4.3 Recruiting Managers will be required, as part of the recruitment process, to consider internal 'at risk' candidates.
- 4.4 A priority interview must be offered to any eligible 'at risk' employees who apply for a vacancy and who match the grade and have the potential to meet the essential criteria. Priority interviews are ahead of all other candidates (that are not at risk) with the sole exception that staff at risk on maternity, adoption or shared parental leave are given absolute priority over all others.
- *Redeployment will normally be considered at the same grade and one grade below the individual's current grade.
- 4.5 Posts at a higher grade will not be covered by the Redeployment Policy however staff may still apply for any such role through open competition.
- 4.6 Where more than one 'at risk' candidate is identified as being potentially suitable for a role, a competitive interview process will take place between the relevant parties.
- 4.7 Employees are not obliged to accept an offer of redeployment however where an offer of suitable alternative employment is refused, this may remove any entitlement to a redundancy payment (where applicable). Suitable alternative employment can be defined as a position which offers substantially similar work at the same level of pay.
- 4.8 Employees should consider any implications on future redundancy pay, particularly when considering a move to a fixed-term role through redeployment. In particular, it

should be understood that entitlement to redundancy pay is dependent on the reason for a future role ceasing (i.e. it must be due to redundancy). In some circumstances no redundancy payment is due when a role ends as the role itself is not redundant, with a common example of this being a maternity cover position. Further information can be sought from the relevant local HR Team or the relevant Resourcing Co-Ordinator for any given role.

- 4.9 Where an 'at risk' candidate demonstrates at interview (or through other relevant assessment) that they meet the essential criteria for the role, they must be offered the role on the appropriate terms and conditions. Where an 'at risk' candidate is close to meeting the essential criteria, it may be appropriate to appoint them to the role with a development plan (and or trial period) to bridge any gaps in knowledge or experience.
- 4.10 In the event of redeployment to a lower paid post, the member of staff's existing basic salary will be protected for a period of one year. This excludes overtime or other non-contractual payments. During the period of protection the protected salary will be 'frozen' and will not attract incremental progression. If the new position is on different hours the salary will be adjusted on a pro-rata basis (up or down) based on the change. Such protection is not normally applied when a Fixed Term contract is coming to its natural end.
- 4.11 Whilst the University will make every reasonable attempt to identify suitable alternative employment opportunities, there will be occasions where this is not possible. Employees should therefore be aware that there is no guarantee of an alternative role through the redeployment process.
- 4.12 Where individuals have concerns regarding the reasons for non-selection for an interview/role or in relation to a trial period being terminated they should initially discuss this with the hiring manager. If the concern remains they should raise this with their local HR team who will liaise with relevant senior managers accordingly.

5. Process

The redeployment process works as follows:

5.1 Identifying the need to explore redeployment opportunities

The search for alternative roles is typically triggered by an event, for example:

- Organisational change placing an employee at risk of redundancy
- An employee being 6 months from a stated contract-end date or expiration of funding

- Medical advice being received, advising that an employee is unable to continue in their contractual role in the longer-term due to a medical condition

Appropriate discussion should take place around the time of the above events to ensure that the employee is fully consulted and aware of the circumstances.

5.2 [Employee signs up for job alerts](#)

In cases where an employee is approaching a contract-end date, a notification of consultation will be sent (typically 6 months from their end-date) to inform them that consultation has begun whilst also prompting the individual to create job alerts to identify potentially suitable vacancies.

To create job alerts, staff should log in to [CoreHR Self Service](#) and find the “Vacancies” tab within the employee dashboard. Selecting “Advanced Search” and then “My Account – Job Alerts” leads to a page where customised alerts can be set up. Further information is available in the recruitment ‘[Applicant Guide](#)’.

The HR System will automatically flag as ‘at risk’ any individuals who meet the criteria outlined in Section 3.1 above and are within 6 months from their end date. For employees in other circumstances, this flag will be added manually by the relevant HR Team on an ad-hoc basis.

5.3 [Employee receives job alerts](#)

Job alerts will be sent directly to individuals when new vacancies are published which match their set criteria. The individual can then decide if these vacancies are suitable to them.

5.4 [Employee applies for a vacancy](#)

If the vacancy is deemed suitable, the employee can then apply for the role by submitting a tailored CV and covering letter. Colleagues can find further information on how to apply for vacancies through their Employee Dashboard in the ‘[Applicant Guide](#)’

Staff who are at risk of redundancy/contract ending may also apply for roles as an internal candidate [through their Employee Dashboard](#) and must be offered an interview should they match the grade and display the potential to meet the essential criteria.

Hiring managers must offer a priority interview (as per para 4.4 above) to any 'at risk' candidate who matches the grade and demonstrates the potential to meet the essential criteria for the role.

Potentially suitable employees will therefore be contacted accordingly and invited to a priority interview as appropriate.

5.5 Employee attends priority interview

The employee will then be invited to participate in the relevant selection process for the role (typically this will be at least one interview, but the assessment method(s) may vary subject to the requirements of the role). Priority interviews are ahead of all other candidates (that are not at risk), with the exception that additional priority must be given to staff at risk on maternity, adoption or shared parental leave.

Where more than one 'at risk' employee applies and is identified as being potentially suitable for a role, a competitive interview process will take place between the relevant parties.

Attention should also be paid to an employee's specific knowledge, skills and competencies which may enable them to carry out a range of different roles. This is particularly important in cases where an employee is unable to fulfill their role as a consequence of ill-health/disability.

In cases where redeployment is being explored as a result of ill-health/disability, Occupational Health advice should be followed to ensure that any new role will be suitable for the employee concerned.

5.6 Decision to appoint or not

Following the selection process the employee will be notified of the outcome of the process.

Where an 'at risk' candidate demonstrates at interview (or through other relevant assessment) that they meet the essential criteria for the role, they must be offered the role on the appropriate terms and conditions. Where an 'at risk' candidate is close to meeting the essential criteria, it may be appropriate to appoint them to the role with a development plan (and or trial period) to bridge any gaps in knowledge or experience.

It may also be appropriate to appoint to a role with a trial period, particularly if the new role differs significantly from the previous role. Such a trial period should be for a

minimum of four weeks and should not typically exceed three months. Trial periods can be terminated by either party (subject to the relevant notice period) and employees wishing to terminate a trial period should seek HR advice on any potential implications.

Individuals who have been unsuccessful should continue to receive job alerts and apply for any further appropriate vacancies which are flagged.

6. Review

- 6.1 This non-contractual policy was developed in full consultation with the campus Trade Unions.
- 6.2 The policy will be reviewed periodically by the University and may be amended at any time following appropriate consultation.

<u>Document Control</u>	
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