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1 Introduction

The Trust acknowledges that there may be occasions whereby a member of staff's employment is affected by either an organisational change process or as a result of ill health/long term health condition or disability, where a fixed term contract comes to an end or as a result of taking a career break that is longer than a year (for fixed term and career breaks, the individual must have 2 years continuous service to be eligible for redeployment).

The Redeployment Procedure supports staff who either due to an organisational change process or due to health reasons are no longer able to continue in the role they were employed into, to identify suitable alternative employment within the Trust with the aim of ensuring continuity of employment for those affected.

The contents of this procedure have been developed and reviewed with [Our Journey To Change \(OJTC\)](#) in mind, in particular how it will support to deliver our ambition in relation to our goals, in particular our second goal which is to Co-Create a great experience for our colleagues.

We will do this by:

- Valuing the hard work, skills, compassion and experience of our staff and recognising, that on occasion staff may find themselves in a redeployment situation and where this happens the Trust will make every effort to find eligible staff suitable alternative employment.
- Creating a respectful and compassionate culture when supporting staff, who are subject to a redeployment situation, by considering any personal circumstances, ill health/long term condition/disability that may prevent them from securing an alternative role, by seeking appropriate advice and support and making reasonable adjustments where appropriate, to enable suitable alternative employment to be secured.
- Ensuring a well led approach to the redeployment process, ensuring that aim of the redeployment process is clear and expectations for managers and staff are clear. All staff registered within redeployment are afforded the same opportunities
- Ensure that staff are able to provide sufficient information, in order for suitable alternative employment to be sought.

2 Purpose

The purpose of the procedure is to support staff who find themselves in a redeployment situation either as a result of an Organisational Change process or due to ill health/long term condition or disability that prevents them from fulfilling the requirements of the role they were employed to do.

The procedure will ensure a consistent approach is applied to all staff who are registered within the redeployment procedure

Will equip staff who are subject to redeployment, with sufficient information, along with the contents of the Job Evaluation pack, to understand aims and expectations of the redeployment process.

3 Who this procedure applies to

This procedure is applicable to all staff employed by the Trust – Except Medical Staff

Staff will be registered within the redeployment process, if they have over 2 years service and their role is at risk as a result of an organisational change process or for staff who due to health reasons are unable to fulfil the duties of the role they were employed to do and where Occupational Health have advised redeployment, where a fixed term contract has come to an end and where a staff member has taken a career break longer than a year (staff must have 2 years continuous service to be eligible for redeployment)

For staff subject to an Organisational Change process that do not have 2 years continuous service, the Trust will attempt to retain you in employment where possible

4 Related documents

This procedure also refers to:-

- [Our Journey to Change](#) and [Trust Values](#)
- [Grievance Procedure](#)
- [Leavers Procedure](#)
- [Organisational Change Procedure](#)
- [Staff Health, Wellbeing and Attendance Procedure \(Maintaining Attendance at Work\)](#)
- Redeployment Information Pack
- [Special Leave Procedure \(including Career Break\)](#)



The redeployment process will include staff whose continued employment is at risk because of a requirement to be redeployed due to redundancy, ill health, the expiry of a fixed term contract, or a return from a career break exceeding a period of one year



Staff to whom TUPE applies are not classed as at risk and will not enter the redeployment process.

5 The Redeployment Process

If the Trust needs to register you into redeployment, you will receive: a registration form, a personal profile form, and an Employee Information Pack. You must complete the registration form and the personal profile pro forma asking for further details.

This information will be used to assess your suitability for any vacancies and therefore completing this as fully as possible will enable the People and Culture – Redeployment Team to hold sufficient information to help them identify suitable alternative employment.

You can ask for help with the form from the People and Culture HR Operational team, all contact details can be found in your Employee Information Pack.

You will not normally be registered with the Redeployment Process until the registration form is received, as it will be difficult to assess whether you meet the person specification for any vacancies.

However, where redeployment is necessary and a staff member is refusing or reluctant to be registered, the People and Culture Redeployment team will register a staff member without the registration form, this will be to prevent you from missing out on any potential suitable alternative posts that may be available. Appropriate support can be obtained from the Trust's ESS, EPS, Staffside representatives.

Once you are registered, the People and Culture Redeployment Team will assess on a daily basis whether you meet the essential elements of the person specification for vacancies, which are notified that day.

If there is match you will be sent the details of the post, with a deadline for a response.

You must inform the redeployment service within 3 days either that you agree the post appears to be suitable, if you deem a post unsuitable you must provide the reasons as to why it is not suitable.

If a response within 3 days is not received then a suitability assessment maybe arranged, this will be done if the People and Culture – Redeployment Team feel they have sufficient information to deem the post as potentially suitable.

Unless there are exceptional circumstances you will be expected to attend any arranged suitability assessments.

You are encouraged to also check the list of vacancies, in case there is a post which has not been identified but you believe is suitable. If this is the case then contact the People and Culture - Redeployment Team.

5.1 When a Suitable Post is Identified – Like for Like – Same/or Similar JD to your substantive post.

Suitability Meeting - When a suitable post is identified and you have responded to the People and Culture Redeployment team in line with section 5.1.4 above, if then via the redeployment paperwork, it can be evidenced that you meet the full person specification for the role, then a suitability assessment should not be required.

A suitability meeting will be arranged between you and the recruiting manager to discuss the terms of role, for example if there is anything related to travel, hours or personal circumstances that need to be discussed. You will have the opportunity to discuss any reasonable adjustments you might need.

When discussing the suitability of a role, that may be different to your current contracted hours, discussions will take place with the manager around whether your contracted hours can be accommodated within the new role. Every effort should be made by the manager to consider whether part time hours can be accommodated, this will include offering the post to the individual (subject to being able to recruit to the remaining hours). In the event the remaining hours cannot be filled, this may result in you being registered back in redeployment. Where part time hours cannot be accommodated the recruiting manager must provide sufficient information as to why a flexible approach or part time hours cannot be accommodated.

Following the suitability meeting, unless, for any reason the role is then deemed to be unsuitable, you will be offered the role on a 4 week trial basis. Where a role is deemed unsuitable following the suitability meeting, the details must be provided back to the People and Culture Redeployment Team, this must be done before any final decision on the suitability of the role is made, depending on the reasons given it may still be appropriate for a 4 week trial to be offered.

If more than one person identifies a like for like post, then a competitive interview will be required. The person with the highest score will be offered the post.

5.2 When a suitable post is identified that is the same grade but a different role to your substantive role.

Suitability Assessment - When assessing the potential suitability of a role, your knowledge, training, experience and skills will be assessed against the essential criteria as outlined in the person specification. Where the person specification is not met discussions

will take place to determine whether the requirements can be met within a reasonable time frame. **A suitability assessment will be arranged.**

There may be some roles where it is essential for certain criteria to be met upon commencement of the role, in the event of this the role may be deemed an unsuitable alternative, the recruiting manager must provide sufficient rationale as to why certain criteria is to be met upon commencement and cannot be gained during time in the role.

When assessing the potential suitability of a role, that may be different to your current contracted hours, discussions will take place with the manager around whether your contracted hours can be accommodated within the new role. Every effort should be made by the manager to consider whether part time hours can be accommodated, this will include offering the post to the individual (subject to being able to recruit to the remaining hours). In the event the remaining hours cannot be filled, this may result in you being registered back in redeployment. Where part time hours cannot be accommodated the recruiting manager must provide sufficient information as to why a flexible approach or part time hours cannot be accommodated.

You are encouraged to contact the manager prior to the assessment to discuss the post and visit the team.

The suitability assessment is the opportunity for the manager to check not only qualifications and experience but also that you have the required skills for the job which are not always easily identified through the written details provided. It may include proficiency assessments e.g. typing test.

You will have the opportunity to discuss any reasonable adjustments you might need.

If you are the only person being assessed then provided you have been able to demonstrate that you meet the essential criteria for the post then you should be offered the post. If there is more than one person being assessed and you all meet the minimum criteria then the individual with the highest marks from the assessment will be offered the post.



If reasonable adjustments are required and you haven't already discussed these during either the suitability meeting or assessment (please note you are not obliged to discuss this at any pre-offer stage), then on offer of the post, discussions will need to take place in relation to any reasonable adjustments required. The manager **must** give consideration to these, if the adjustments required cannot be made to the new role, then the role may be deemed unsuitable, clear justifications as to why the adjustments cannot be made must be provided by the manager to the People and Culture Redeployment team prior to any final decision on the suitability of the post is made.

Where all other options have been exhausted and we have been unable to identify a post, at the same band or hours as your substantive role, then (if available) a post at either a lower or higher band or fewer hours will be offered and you will be paid protection of earnings as outlined in section 9 of the Trust Organisational Change procedure

Protection would not apply when the grounds for redeployment are for health reasons.

In line with section 22.14 of AFC terms and conditions, where employees who have to change jobs permanently to a position on lower pay due to a work related injury, illness and/or other health condition, will receive a period of protected pay that is the same as local provision for pay protection during organisational change.

In cases where appointment to a post would result in promotion, you will be subject to the selection process specified for the vacancy (aside from the initial application stage).



The Equality Act (2010)

The positive action provisions make it clear that employers must not adopt policies or practices designed to routinely favour candidates with a certain protected characteristic, even where there is evidence of under-representation or disadvantage. All suitably qualified candidates must be considered on their individual merits for the post in question.

The candidate with the highest scoring assessment should be offered the post. However, during the assessment process if the scoring of staff is exactly the same, consideration will be given to the use of the positive action **provisions** as outlined in the Equality Act (2010). In such circumstances please seek advice from the HR Operational Team.

Following the assessment the manager will submit their notes and scores to the People and Culture Redeployment Team and will contact you to notify you of the outcome and to offer feedback.

All offers of appointment following a suitability assessment will be subject to a 4 week trial period. You will be given full opportunity to discuss any adjustments required during the process.

Your line manager should support you throughout the time you are in redeployment and can request training to help you improve your skills, e.g. interview skills training, IT training, arrangements for you to shadow other jobholders to gain experience should you wish to do so.

If a post is not deemed to be suitable then the vacancy will be recruited to in line with the normal recruitment process.



If you refuse to consider posts, do not participate in the process or turn down posts unreasonably then this will be taken into account, when discussions are taking place in relation to potential progression to a management meeting, whether this be on the ground of redundancy or health. If you are in the redeployment process because of organisational change this may mean that you do not receive a redundancy payment.



If you obtain a suitable post then your start date should be negotiated between your current line manager and your new line manager. In certain circumstances you may be able to start in your new post quite quickly; in other situations you may be asked to continue in your existing post for a period of time to ensure continuity of care for clients.

6 Difficulties finding/securing suitable alternative employment – due to health/disability

If you are in redeployment on the grounds of Organisational Change, however it is proving difficult to find/secure suitable alternative employment due to health or disability, the Trust will make every effort to make reasonable adjustments to support finding you a role.

Where all options have been exhausted, and suitable alternative employment has not been found, the next stage would be progression to a management meeting

Discussions will be held between the People and Culture Operational Team, you and your representative to determine whether you are still in a redundancy situation or whether it is your health/disability that has prevented either the Trust finding suitable alternative employment or you securing suitable alternative employment.

In the event that it is deemed you are still in a redundancy situation, a redundancy business case will be compiled by the People and Culture Operational HR Team, which will be sent to the Trusts Executive Director Team for consideration. If this is agreed then a management meeting on the grounds of redundancy will be arranged, this will be in line with the Organisational Change Procedure and Leavers Procedures.

In the event where it is felt that the Trust has found suitable alternative employment, however, it is your health/disability that has prevented you securing a role, then the individual will be supported to explore any further reasonable adjustments to enable them to secure a role. Where all options/adjustments have been explored and a suitable role has not been found, the next stage would be progression to a management meeting to determine the individual's future employment with the Trust. On hearing the full details of the management case, the panel still reserves the right for referral for potential

redundancy. The individual will have the opportunity to appeal against any outcome of the management meeting This will be done in line with the Leavers Procedure and Staff Health Wellbeing and Attendance procedure.

7 Terms and definitions

| Term | Definition |
|---------------------------------|---|
| Suitable alternative employment | <ul style="list-style-type: none"> A post which is considered suitable based on the banding (salary), job role, hours and location. |
| Suitability Assessment | <ul style="list-style-type: none"> A meeting with the manager of the post who will assess your suitability via questions and skills tests even if you are the only person to be considered. If more than one person is assessed then the post will be offered to the person who is assessed as suitable and scores the most points in the assessment. In all cases the essential criteria for the post must be met. |
| Employee’s Companion | <ul style="list-style-type: none"> “The chosen companion may be a fellow worker, a trade union representative, or an official employed by a trade union. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.” (ACAS Code of Practice). A fellow worker is someone employed or managed by the Trust. |
| Staff at Risk | <ul style="list-style-type: none"> Those staff identified as being at risk of losing their job and who enter the redeployment process to seek suitable alternative employment. |

8 How this procedure will be implemented

- The Operational HR Team, People & Culture Directorate will produce a communication brief for the intranet, weekly all staff email
- This procedure will be published on the Trust’s intranet and external website.
- This procedure will be made available to all staff who are subject to potential redeployment as part of an Organisational Change Process.

8.1 Training needs analysis

| Staff/Professional Group | Type of Training | Duration | Frequency of Training |
|--------------------------|-----------------------------------|----------|-----------------------|
| All staff | Training N/A – Awareness required | | |
| | | | |

9 How the implementation of this procedure will be monitored

| Number | Auditable Standard/Key Performance Indicators | Frequency/Method/Person Responsible | Where results and any Associate Action Plan will be reported to, implemented and monitored; (this will usually be via the relevant Governance Group). |
|--------|--|--|---|
| 1 | To monitor the number of staff who progress to a redundancy or ill health management meeting | All potential redundancy cases will be produced by the relevant People Partner | Any potential redundancy cases require sign off at Executive Director Group |
| 2 | | | |
| 3 | | | |

10 References

[NHS Employers website: www.nhsemployers.org](http://www.nhsemployers.org)

[NHS pensions: www.nhsbsa.nhs.uk/pensions](http://www.nhsbsa.nhs.uk/pensions)

[HM Custom and Revenue website: www.hmrc.gov.uk/](http://www.hmrc.gov.uk/)

11 Document control (external)

To be recorded on the policy register by Policy Coordinator

| | |
|-------------------------------|-----------------------------------|
| Date of approval | 02 May 2023 |
| Next review date | 02 May 2026 |
| This document replaces | HR-0049-v2 Redeployment Procedure |
| This document was approved by | Joint Consultative Committee |
| This document was | 02 May 2023 |

| | |
|--|---------------|
| approved | |
| This document was ratified by | n/a |
| This document was ratified | n/a |
| An equality analysis was completed on this policy on | 25 April 2023 |
| Document type | Public |
| FOI Clause (Private documents only) | N/A |

Change record

| Version | Date | Amendment details | Status |
|---------|-------------|--|----------|
| v3 | 02 May 2023 | <p>Transferred into new template</p> <p>Inclusion of OTJC and Values Section 1 and 2</p> <p>Section 5 - Reviewed Redeployment Procedure and updated amended throughout</p> <p>Section 5.1 and 5.2 added (5.1 When a Suitable Post is Identified – Like for Like – Same/or Similar JD to your substantive post and 5.2 When a suitable post is identified that is the same grade but a different role to your substantive role.)</p> <p>Section 6 added (Difficulties finding/securing suitable alternative employment – due to health/disability)</p> <p>Removal of flow chart to be included in redeployment pack instead</p> | approved |
| | | | |
| | | | |

Appendix 1 - Equality Analysis Screening Form

Please note: [The Equality Analysis Policy and Equality Analysis Guidance can be found on the policy pages of the intranet](#)

| Section 1 | Scope |
|---|--|
| Name of service area/directorate/department | People and Culture |
| Title | Redeployment Procedure |
| Type | Procedure |
| Geographical area covered | Trustwide |
| Aims and objectives | <p>The Redeployment Procedure supports staff who either due to an organisational change process or due to health reasons are no longer able to continue in the role they were employed into, where a fixed term contract comes to an end and the staff member has over 2 years continuous services and for those staff who have taken a career break, for longer than a year (who also have over 2 years continuous services) to identify suitable alternative employment within the Trust with the aim of ensuring continuity of employment for those affected.</p> <p>The Redeployment Procedure supports staff who either due to an organisational change process or due to health reasons are no longer able to continue in the role they were employed into, to identify suitable alternative employment within the Trust with the aim of ensuring continuity of employment for those affected.</p> |
| Start date of Equality Analysis Screening | 01 March 2023 |
| End date of Equality Analysis Screening | 25 April 2023 |

| Section 2 | Impacts |
|---|--|
| Who does the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan benefit? | All employees who are subject to redeployment due to either organizational change as a result of health/long term condition/disability |

Will the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan impact negatively on any of the protected characteristic groups?

- **Race** (including Gypsy and Traveller) **NO**
- **Disability** (includes physical, learning, mental health, sensory and medical disabilities) **NO**
- **Sex** (Men, women and gender neutral etc.) **NO**
- **Gender reassignment** (Transgender and gender identity) **NO**
- **Sexual Orientation** (Lesbian, Gay, Bisexual, Heterosexual, Pansexual and Asexual etc.) **NO**
- **Age** (includes, young people, older people – people of all ages) **NO**
- **Religion or Belief** (includes faith groups, atheism and philosophical beliefs) **NO**
- **Pregnancy and Maternity** (includes pregnancy, women who are breastfeeding and women on maternity leave) **NO**
- **Marriage and Civil Partnership** (includes opposite and same sex couples who are married or civil partners) **NO**
- **Armed Forces** (includes serving armed forces personnel, reservists, veterans and their families) **NO**

Describe any negative impacts

Previous procedure only references Organisational change on “health” grounds, this has been amended to include Health, long term conditions and disability.

Staff with under 2 years service are not eligible for redeployment – for Organisational change procedure, however to minimise or mitigate any negative impact the procedure includes that staff who are not eligible will be supported to find continued employment.

Potential difficulties finding roles for part time staff. To minimise this impact, the procedure is now clearer that recruiting managers must give full consideration to part time staff, for example if the role is full time, they should offer the post to the staff member on their part time hours and the offer is subject to being able to fill the remainder of the role. The Trust will ensure that all options have been exhausted

| | |
|-------------------------------|--|
| | prior to the progression to a management meeting. |
| Describe any positive impacts | <p>The procedure –</p> <ul style="list-style-type: none"> • A consistent and robust approach to redeployment • The procedure is now clearer on expectations of managers – when a staff member is part time for example if the post is full time, but is suitable for a part time staff member, the post should be offered subject to being able to recruit to the remainder of the hours S5.1 and 5.2 • The procedure now differentiates between a Suitability meeting and Suitability assessment, which means if it is a like for like post, if deemed suitable, the individuals competence does not need to be assessed. S5.1 and 5.2 • The procedure is clearer on what to expect if staff are in redeployment on organizational change and are unable to secure a role due to health/disability S6 |

| Section 3 | Research and involvement |
|--|--|
| What sources of information have you considered? (e.g. legislation, codes of practice, best practice, nice guidelines, CQC reports or feedback etc.) | <p>Focus groups</p> <p>The Big Conversation</p> <p>Individual feedback from staff into the Operational HR Team</p> |
| Have you engaged or consulted with service users, carers, staff and other stakeholders including people from the protected groups? | Yes |
| If you answered Yes above, describe the engagement and involvement that has taken place | all staff were invited to attend a number of focus groups focussed on the HR Procedures. All staff were invited to comment on the Big Conversation – in relation to HR procedures. |
| If you answered No above, describe future plans that you may have to engage and involve people from different groups | n/a |

| Section 4 | Training needs |
|--|---|
| As part of this equality analysis have any training needs/service needs been identified? | No |
| Describe any training needs for Trust staff | Awareness information/sessions for existing managers. In-depth session for new managers (on all of the HR procedures) as part of their local induction. |
| Describe any training needs for patients | No |
| Describe any training needs for contractors or other outside agencies | No |

Check the information you have provided and ensure additional evidence can be provided if asked

Appendix 2 – Approval checklist

To be completed by lead and attached to any document which guides practice when submitted to the appropriate committee/group for consideration and approval.

| | Title of document being reviewed: | Yes / No / Not applicable | Comments |
|-----------|---|---------------------------|------------------------------------|
| 1. | Title | | |
| | Is the title clear and unambiguous? | Y | |
| | Is it clear whether the document is a guideline, policy, protocol or standard? | Y | |
| 2. | Rationale | | |
| | Are reasons for development of the document stated? | Y | |
| 3. | Development Process | | |
| | Are people involved in the development identified? | Y | |
| | Has relevant expertise has been sought/used? | Y | |
| | Is there evidence of consultation with stakeholders and users? | Y | |
| | Have any related documents or documents that are impacted by this change been identified and updated? | ? | |
| 4. | Content | | |
| | Is the objective of the document clear? | Y | |
| | Is the target population clear and unambiguous? | Y | |
| | Are the intended outcomes described? | Y | |
| | Are the statements clear and unambiguous? | Y | |
| 5. | Evidence Base | | |
| | Is the type of evidence to support the document identified explicitly? | Y | |
| | Are key references cited? | Y | |
| | Are supporting documents referenced? | Y | |
| 6. | Training | | |
| | Have training needs been considered? | Y | |
| | Are training needs included in the document? | y | Awareness information/sessions for |

| | Title of document being reviewed: | Yes / No / Not applicable | Comments |
|------------|---|---------------------------|--|
| | | | existing managers. In-depth session for new managers (on all of the HR procedures) as part of their local induction. |
| 7. | Implementation and monitoring | | |
| | Does the document identify how it will be implemented and monitored? | y | |
| 8. | Equality analysis | | |
| | Has an equality analysis been completed for the document? | y | |
| | Have Equality and Diversity reviewed and approved the equality analysis? | y | |
| 9. | Approval | | |
| | Does the document identify which committee/group will approve it? | y | |
| 10. | Publication | | |
| | Has the policy been reviewed for harm? | y | |
| | Does the document identify whether it is private or public? | y | public |
| | If private, does the document identify which clause of the Freedom of Information Act 2000 applies? | n/a | |