# Redeployment

## 1 What this policy covers

**This policy provides a fair framework for GHC's formal redeployment process to try to find suitable alternative employment for employees who are subject to a formal HR process that involves redeployment as a potential outcome.**

## 2 Principles

Sometimes, as a result of a formal HR process or Working Well advice, employees cannot continue in their current role. GHC will make all reasonable attempts to identify suitable redeployment opportunities where possible, so that it can retain the knowledge and skills of experienced employees. The redeployment process requires a consistent approach, while recognising some differences are appropriate where redeployment is an outcome following a formal hearing.

This policy applies to all employees with a permanent contract who have been through a formal HR process listed below (this list is not exhaustive):

- organisational change, including where employees have been placed 'at risk'
- capability arising as a result of ill health, which will also be managed in line with GHC's Supporting Attendance policy
- following a career break (or in exceptional cases, a secondment if agreed at the outset), when an employee's post is not available for them to return to
- at risk due to being unable to find a new job share partner
- a formal hearing where the outcome is to explore redeployment as an 'action short of dismissal'.

Employees being redeployed because of an organisational change process, ill health, following a career break or secondment, or unable to find a new job share partner, will be prioritised over employees using the process because of a hearing outcome.

The policy does not apply to:

- Executive Directors and Non-Executive Directors
- any employee who asks to voluntarily move to an alternative post
- bank workers
- employees on fixed-term contracts where it is clear their post was advertised on a fixed-term basis and the reason for the contract ending is the end of the fixed term. If a person on a fixed-term contract is being made redundant, or needs to be redeployed for another reason, this policy will apply.

## 3 Responsibilities

For redeployment for cases other than an action short of dismissal:

- redeploying managers will manage the redeployment process, ensuring that the employee is supported and informed throughout the process
- redeploying managers will keep in regular contact with the receiving manager and redeployed employee during a trial period
- recruiting managers will prioritise employees on the redeployment register over other applicants and offer them the post if they are appointable
- recruiting managers will discuss the situation with HR if an employee on the redeployment register is not appointable at interview, before informing any applicants of the outcome, and provide detailed feedback to the employee on reasons they were not appointable
- employees on the redeployment register will participate fully in the redeployment process, including attending meetings and actively searching and applying for suitable alternative employment.

In redeployment cases that are an action short of dismissal, the chair of the panel will have the necessary discussions with colleagues to determine if a potential suitable alternative vacancy exists for the employee following the hearing.

## 4 Policy in practice for redeployment as a hearing outcome

A hearing panel may decide redeployment should be explored as an action short of dismissal. This could happen as part of an outcome to a disciplinary, capability or probation hearing.

In such cases, up to seven calendar days from the date the hearing took place will be allowed for the panel chair to determine if a potential suitable alternative vacancy exists in GHC. During this time you will either need to take accrued annual leave or be placed on special paid leave.

To be considered suitable for the alternative employment, you need to meet all essential criteria for the role, with just on-the-job training required to undertake the full duties. If a potential suitable post is identified, an informal meeting will be arranged for the receiving manager to ensure your suitability for the role.

There is no right to a formal trial period. The receiving manager should monitor your progress for four weeks after you start in post and feed back any issues to the panel chair.

Your transfer to the new post will be subject to the grade and terms and conditions (including pay) relating to that post.

Where agreement to be moved to an alternative post is reached, you will not have the right of appeal against redeployment as an outcome of the process. If you refuse any redeployed role offered to you or if the redeployment process is unsuccessful, dismissal will be unavoidable.

"Suitable alternative employment should normally carry broadly similar levels of responsibility to your current role and be the same band or lower"

## 5 Policy in practice for other redeployment processes

**5.1 Redeployment register**
If you are going through the redeployment process, you will be placed on the redeployment register for 12 weeks. Where redeployment is due to your substantive post not being available at the end of a career break or secondment, the process will need to start at least 12 weeks before the end date of your career break/secondment.

You will be expected to look at GHC's advertised vacancies and notify HR of any posts you apply for. HR will review advertised posts and send you details of potentially suitable posts.

**5.2 Suitable alternative employment**
Suitable alternative employment should normally carry broadly similar levels of responsibility to your current role and be at the same band or lower.

In establishing if an alternative job is suitable, factors that will be considered include:

- your qualifications, skills and experience
- the essential criteria in the person specification
- your current band and hours/shift patterns
- reasonable distance from your current base, dependent on your personal circumstances and the level of post
- any reasonable adjustments you require because of an underlying health condition or disability.

Permanent employment will always be sought before fixed-term posts are considered as suitable alternative employment. If you are redeployed into a fixed-term post, 12 weeks before the end of the fixed-term contract, you will be placed on the redeployment register again and the redeployment process restarted to try to secure you further employment.

"If redeployed, you will have a four-week trial period in the post. During the trial you will be supported, given an induction and on-the-job training (if applicable)"

Redeployment to a higher banded post will only be considered in exceptional circumstances in organisational change situations and must be authorised by a Director. You can apply for higher banded post through the normal recruitment process if a suitable opportunity arises.

**5.3 Selection process**
Once a potential suitable alternative post has been identified or applied for (depending on the reason for the redeployment), HR will contact the recruiting manager, who will assess if you meet the essential criteria of the post. If so, you will be offered an interview or other form of assessment to determine if you are appointable, before any other person being considered (except other people on the redeployment register).

**5.4 Training**
If you do not quite meet one or more of the essential criteria, the recruiting manager will consider if you could meet it within a reasonable timescale with suitable training. A reasonable timescale is normally up to one month. Suitable training is what may be offered to any external candidate taking up the role and only required so you meet all the essential criteria. It does not include training for personal development.

Where such training is required, the recruiting manager cannot refuse to offer you a trial unless another employee on the redeployment register has been put forward for the same post and scores more highly at interview.

**5.5 Trial period**
If redeployed, you will have a four-week trial period in the post. During the trial you will be supported and given an induction and on-the-job training (if applicable). The manager should agree with you objectives to be achieved during the trial to monitor your progress and suitability. The trial will be evaluated using essential criteria for the post and/or these objectives. During the trial period the redeployment process will be paused.

If the trial is successful, you will be confirmed in post and the redeployment process will end. If the trial is unsuccessful, the redeployment process will restart from when it was paused for the trial.

**5.6 Refusing suitable alternative employment**
If you believe a post offered to you is unsuitable, you will be asked to outline your reasons in writing. The redeploying manager will then take these reasons into consideration and seek HR advice. The redeploying manager will confirm in writing if GHC considers the post is suitable alternative employment or not and the reasons for this decision.

If you unreasonably refuse suitable alternative employment, you will be removed from the redeployment register and will not be considered under this policy for any further suitable posts that may arise. The decision to remove you from the redeployment register will only be taken after consideration of all relevant factors, which will include offering you an opportunity to appeal against the suitability of the role. If you are displaced as a result of an organisational change process and you unreasonably refuse to accept or apply for a suitable alternative post, you will not be entitled to any redundancy pay that may otherwise have been payable.

**5.7 Unsuccessful redeployment process**
GHC will make all reasonable attempts to identify suitable redeployment opportunities. However, if at the end of the redeployment period a post has not been identified, consideration will need to be given to ending your contract of employment, in accordance with the relevant policy and/or process.

If you are given notice to end your employment, you will usually remain on the redeployment register during your contractual notice period. GHC reserves the right to pay in lieu of notice, which would result in you leaving GHC and having your contractual notice period paid as a lump sum, with your termination date being the date you were informed of this decision.

**5.8 Redundancy**
Redundancy is regarded as the last resort and all reasonable steps to avoid compulsory redundancy will be taken. Redundancy is not be payable following capability – ill-health or action short of dismissal processes.

**5.9 Pay protection and excess travel**
Pay protection and excess travel will only apply in organisational change circumstances.