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HUMAN RESOURCES

MANAGEMENT GUIDANCE - REDEPLOYMENT

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1. Introduction and Scope

- 1.1 The purpose of this guidance is to assist managers who are supporting staff through the redeployment process.
- 1.2 Managers may find this guidance helpful when applying the Redeployment Policy and Procedure in practice.
- 1.3 For specific guidance on supporting staff in redeployment Group One managers should also refer to the separate Management Guidance – Staff in Redeployment Group One.
- 1.4 There are some Frequently Asked Questions in Appendix One to this guidance which may assist manager with queries arising from time to time.

2. Redeployment Groups – Order of Priority

- 2.1 Paragraph 3 of the Redeployment Policy and Procedure specifies the three redeployment groups existing at Imperial and sets out the eligibility criteria for each group.
- 2.2 Paragraph 1.5 of the Redeployment Policy and Procedure lists the criteria that must be met in order for a member of staff to be eligible for redeployment.
- 2.3 The redeployment group treated with highest priority is Group One. Staff in redeployment Group One have priority over staff in redeployment Group Two and redeployment Group Three.
- 2.4 Managers supporting staff in Group One should refer to the separate guidance Management Guidance – Staff in Redeployment Group One.
- 2.5 Staff in redeployment Group Two have priority over staff in redeployment Group Three.
- 2.6 Staff in redeployment Group Three are prioritised over staff who are not eligible redeployees.
- 2.7 Managers should note that staff who are not eligible redeployees can also be added to the Redeployment Register (with their consent) so that they can be kept

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aware of potentially suitable vacancies. However, only those who meet the criteria (and who fall into one of the three groups) are eligible to be treated with priority above other candidates.

3. Redeployment Register

- 3.1 The Redeployment Register is a centralised list of staff which includes those who are eligible for redeployment in accordance with the three redeployment groups specified in the Redeployment Policy and Procedure.
- 3.2 Group One redeployees are automatically added to the Redeployment Register (unless they tell us they do not wish to be added) but Groups Two and Three must fill out a Redeployment Form, if they would like to be added. Other staff who are not eligible redeployees may be added with their consent as a means of keeping them informed of potentially suitable vacancies. For example, a member of staff employed on a maternity cover basis may wish to be kept informed of vacancies they can apply for. However, only those meeting the criteria for one of the three redeployment groups will be treated with priority above other candidates.
- 3.3 The Redeployment Register is kept up to date by the HR Staff Hub and is accessed by the HR Partnering Team and Redeployment Partner, all of whom will play a role in the redeployment process. See Roles and Responsibilities in paragraph 5 for more information.

4. Redeployment Form and Joining the Redeployment Process

- 4.1 There is a Redeployment Form at Appendix B of the Redeployment Policy and Procedure.
- 4.2 Members of staff who are eligible to join redeployment Group Two or Group Three are required to complete the Redeployment Form and submit it to their HR Representative. The member of staff will then be added to the Redeployment Register and will join the redeployment process.
- 4.3 The process is different for Group One redeployees who will automatically be added to the Redeployment Register unless they ask us not to add them. Managers who are supporting staff in Group One should refer to the separate Management Guidance – Staff in Redeployment Group One.

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5. Roles and Responsibilities

5.1 The following are responsible for supporting the redeployment process:

- Departments.
- Line managers.
- Recruiting Managers.
- HR Staff Hub.
- HR Partnering Team (including the Redeployment Manager).
- HR Recruitment Team.

5.2 Departments and line managers play a key part in ensuring that the HR Partnering Team, Redeployment Manager and HR Staff Hub are kept informed of developments that could lead to a member of staff being eligible for redeployment.

5.3 The Chart at Appendix A of the Redeployment Policy and Procedure provides a detailed breakdown of roles and responsibilities.

5.4 For those supporting staff in Group One, further specific guidance on roles and responsibilities is contained in Management Guidance – Staff in Redeployment Group One.

6. Suitable Alternative Employment

6.1 A suitable alternative role should be no less favourable than the member of staff's current role in relation to pay, conditions and status (i.e. level and grade). If there is a reasonable prospect of them being capable of performing a more senior role with further training, this may also be within scope of suitable alternative employment.

6.2 In assessing whether a role is suitable alternative employment, it may be helpful to ask the following questions:

- Is the role on broadly the same terms, on the same grade and within the same capacity as the member of staff's current employment?
- Is the role in line with the member of staff's skills, experience and capabilities?

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- Does the member of staff meet the minimum criteria of the person specification for the role in question, or might they do so after undergoing a reasonable period of training?
- If the member of staff would need to undergo a period of training in the new role, what would this entail?

6.3 If it is felt by the member of staff or the Recruitment Manager that a role is not suitable, they should explain the reasons for this assessment. Acceptable reasons may include the job being on lower pay or status for example, or the member of staff having health issues which would impede their ability to perform the role, even with reasonable adjustments in place.

6.4 Advice may be sought from the Employee Relations Team if required.

7. If a Redeployee Rejects a Suitable Alternative Role

7.1 The member of staff should be made aware that unreasonably refusing an offer of suitable alternative employment could lead them to forfeit their entitlement to receive a statutory redundancy payment.

7.2 The situation is often not clear cut and a case by case approach should be adopted with support from the HR Partnering team where appropriate.

8. Alternative Employment

8.1 Alternative employment is widely construed and does not have the same legal meaning as the term suitable alternative employment, referred to above.

8.2 Alternative employment at Imperial would generally be offered on different terms, different grade or within a different capacity to the member of staff's current position and grade.

8.3 A redeployee may wish to put themselves forward for alternative employment opportunities as a way of avoiding redundancy. However, they would need to apply via the usual recruitment process.

9. Redundancy

9.1 It may be the case that no suitable alternative employment or alternative employment is identified.

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- 9.2 If a member of staff who is an eligible redeployee is still at risk of redundancy at the end of their contract, or at the point when the funding for their role expires, they will then be made redundant. They will receive a redundancy payment, if eligible.
- 9.3 Managers should also refer to the [Change Management Policy and Procedure](#) and related guidance.

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Appendix 1: Frequently Asked Questions

1. How do I know whether a member of staff is eligible for redeployment?

Paragraph 1.5 of the Redeployment Policy and Procedure sets out the criteria a member of staff must meet in order to be eligible to join one of the three redeployment groups. Paragraph 3.2 of the Redeployment Policy and Procedure specifies the three redeployment groups and the criteria a member of staff must meet in respect of each group.

2. How will a Recruiting Manager know if there is a potentially suitable redeployee?

Redeployees in Group Two and Group Three will need to apply via the usual recruitment process and state their redeployment group on the application form. The HR Representative will inform the Recruiting Manager if a Group One redeployee is considered a potential match for the role.

3. What if a redeployee does not complete a Redeployment Form?

The Redeployment Policy and Procedure clarifies at paragraph 5.2 that staff who are eligible to join redeployment Group Two or Group Three must submit a Redeployment Form to their HR Representative if they wish to participate in the redeployment process. If they do not do this, the member of staff will not be added to the Redeployment Register and no searches will be carried out for suitable alternative vacancies on their behalf. If a member of staff experiences difficulty in completing the Redeployment Form, (or if they require adjustments) they should discuss with their line manager who will provide support in the first instance. The Equality, Diversity and Inclusion Centre (EDIC) may also be contacted for advice. Note that redeployees in Group One are not required to submit a Redeployment Form and will be automatically added to the Redeployment Register unless they have asked us not to add them.

4. Can the Recruitment Manager appoint the best applicant instead of a redeployee?

No, redeployees take priority over other applicants where a role is a suitable alternative vacancy for them. This is the case even if there is a stronger applicant whose skills are a better match. The redeployee must meet the essential criteria for the role or be able to do so after a reasonable period of training. It should be noted that managers may include staff on the Redeployment Register who are not eligible

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as redeployees, falling outside of the three defined groups. Staff appearing on the register who do not meet the eligibility criteria for any of the three groups are not entitled to be treated with priority over and above other candidates.

5. What if there is more than one redeployee for whom a role may be suitable alternative employment?

Redeployees must be prioritised according to their redeployment groups.

Redeployees in Group One have first priority, followed by Group Two, then Group Three. If there are two or more redeployees in the same group for whom a vacancy may be suitable alternative employment (and where they meet the essential criteria), a competitive process should be followed.

6. Do redeployees need to attend an interview?

Group One redeployees will not have to attend an interview and will be slotted into suitable alternative roles. For further guidance on the process for Group One redeployees, managers should refer to Management Guidance – Staff in Redeployment Group One. Redeployees in Group Two and Group Three will be shortlisted for interview above non-redeployees but they will still need to follow the usual application process.

7. What if a redeployee is probably suitable for a vacancy but would need more training?

The Redeployment Policy and Procedure clarifies at paragraph 4.6 that where reasonable training is required, a training plan is to be set out and agreed between the Recruiting Manager and redeployee as part of the selection process. Practicable timescales need to be factored into the plan and the redeployee must demonstrate the capacity and willingness to learn.

8. Is a redeployee entitled to be offered alternative employment over and above applicants who are not redeployees?

No, alternative employment is work that may be available within Imperial but on different terms, different grade or within a different capacity to the redeployee's current position and grade. Redeployees should be encouraged to apply for alternative employment as a way of avoiding redundancy but they will not have priority over other applicants.

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9. Should redeployment be discussed as part of a redundancy consultation process?

Yes, redeployment should be on the agenda for discussions in a redundancy consultation process, whether formal or informal. In essence, staff whose roles are at risk of redundancy should be made aware of their options under the Redeployment Policy and Procedure and kept informed. For more information about consultation processes, managers should also refer to the [Change Management Policy and Procedure](#). For guidance on consultation relating specially to staff who are on fixed term contracts or subject to fixed funding, managers may find it helpful to refer to consultation guidance for managers which is available to download from the area of the Imperial website relating to [Fixed Term Workers](#).

10. Paragraph 9 of the Redeployment Policy and Procedure refers to a four week trial period. How does this work in practice and can the four weeks be extended?

When a redeployee accepts a suitable alternative vacancy, there will be a four week statutory trial period. This allows the redeployee and Imperial to assess whether the role is in fact suitable. If the trial is unsuccessful, a redeployee who would have been eligible to receive a redundancy payment will remain eligible for the duration of the four week trial period. However, the trial period cannot be extended after it has already started to run. This would take the trial outside of the statutory trial period. However, a longer trial period can be agreed in advance when a period of re-training is required.

11. Who decides if it is unreasonable for a redeployee to turn down an offer of suitable alternative employment?

Assessing whether a role amounts to suitable alternative employment for a redeployee is not an exact science. If a manager has serious concerns that a redeployee has no compelling reason to turn down an offer, they should raise this with their HR Representative, or may seek guidance from the ER team.