



# Redeployment Procedures

(part of Redeployment Policy)

## UK CAMPUSES

PROCEDURES

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**HERIOT-WATT UNIVERSITY**  
**PROCEDURES TO SUPPORT REDEPLOYMENT**  
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1.	<p><b>INTRODUCTION</b></p>
	<p>These Procedures outline the Redeployment process which will be used when an employee is at risk of redundancy as a result of organisational change or restructuring.</p> <p>They apply to all permanent staff members, whether full or part-time, and to those fixed-term staff with the relevant service qualification of 1 year and 51 weeks as at the date their contract is due to expire. However, where a staff member’s fixed term employment is ended earlier than the original expected contractual end date, as a result of organisational change or the end of funding, these Procedures will also be applied.</p> <p>In the cases of all fixed-term staff who do not have the relevant service qualification of 1 year and 51 weeks, as at the date their contract is due to expire, refer to our <a href="#">Fixed Term Policy</a> and <a href="#">Fixed Term Procedures</a>.</p> <p>For those staff members who require to be redeployed on the grounds of ill-health refer to our <a href="#">Redeployment on the Grounds of Ill-Health Policy and Procedure</a>.</p>
2.	<p><b>REDEPLOYMENT PROCESS</b></p>
	<p><b>Redeployment Register</b> The Human Resources Department will keep a University wide Redeployment Register, holding details of employees:</p> <ul style="list-style-type: none"> <li>• whose employment is “at risk” of ending. <b>“At risk”</b> is defined broadly to include all employees, in a School/Service which is required to reduce staffing numbers.</li> <li>• who, through ill health or disability, are no longer capable of fulfilling their contractual duties. In this case the <a href="#">Redeployment on the Grounds of Ill-Health Policy and Procedure</a> will apply.</li> </ul> <p>The Redeployment Register will hold details of employees whose employment is likely to end as a result of organisational change; the ending of a fixed term contract earlier than originally planned or the end of external funding resulting in an open ended contract finishing within the following three months. Eligible employees will always be advised if they are to be placed on the Register.</p> <p><b>Redeployment Questionnaire</b> Employees who are at risk of redundancy will be expected to complete a <a href="#">Redeployment Questionnaire</a> and provide an up-to-date CV. This questionnaire is designed to collect information about their current post, previous employment history and note preferences of areas of work in order to help the University identify alternative jobs that may be suitable for them.</p> <p><b>Applying for Vacancies</b> The Vacancy Management Group (VMG) will be responsible for approving vacancies following a review of the Redeployment Register.</p> <p>The Human Resources Department will identify any potential matches within 5 working days of VMG approval. This may be within the employee’s School/ Service, or within other parts of the University and will be based on the employee meeting essential criteria for the post.</p> <p>An employee on the Redeployment Register who meets the essential criteria for a vacancy will normally be interviewed without the need for wider advertisement. There is an order of priority in the interview process as follows:</p>

	<ol style="list-style-type: none"> <li>1. The University has an obligation to offer suitable alternative employment (if available) to employees whose position is at risk of redundancy or becomes redundant while on maternity, adoption or shared parental leave until 18 months after the birth/placement; and from the date an employee informs the university of their pregnancy, whether formally or informally.</li> <li>2. Employees at risk of redundancy, as a way of avoiding or mitigating redundancy.</li> <li>3. Employees on the redeployment register as a result of disability or ill health</li> </ol> <p>However, 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. In these circumstances, VMG will still be required to approve the request for external advertising.</p> <p>If there are potential matches, the Hiring Manager will assess whether they:</p> <ol style="list-style-type: none"> <li>i) meet the selection criteria for appointment</li> <li>ii) could meet the criteria for appointment with some support, training programme (of up to 3 months) or a trial period (of normally no more than 3 months)</li> <li>iii) do not meet the criteria for the post.</li> </ol> <p>If i) or ii) apply, as per above, the Hiring Manager 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 to this offer of employment within a reasonable, mutually agreed timescale.</p> <p>If (iii) applies the Hiring Manager will confirm in writing to the candidate, and the Human Resources Department, the reasons that they have been assessed as unsuitable for the post. The individual's current line manager will then discuss available options with the unsuccessful candidate/s, with support from HRD.</p> <p>If there are no potential matches, the normal recruitment process will apply.</p> <p>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 <a href="#">Redundancy Selection Policy</a> and <a href="#">Procedures</a>.</p>
<p><b>3. NEW POSTS</b></p>	
	<p>Where new posts are established as a result of a restructuring exercise, the following standards will apply.</p> <ul style="list-style-type: none"> <li>• The new post/s will be evaluated as part of the change management process</li> <li>• Where the duties of a new post are substantially the same as an existing post in the University, the post-holder will be "matched" into the new post. "Substantially the same" in this instance will be defined as "the majority of the duties overlap".</li> <li>• Where the duties of the new post combine significant elements that were previously the responsibilities of two or more people, all current post holders will compete in a competitive selection process</li> <li>• Where a post is completely new, the selection process will be restricted initially to those on the Redeployment Register who meet the essential criteria</li> <li>• Where the above processes require a selection panel, it will normally include a representative from outside the appointing department, as well as a Human Resources representative.</li> </ul>

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4.	<b>TRIAL PERIODS</b>
	<p>Where trial periods or training (of normally no more than 3 months) would make it easier for employees on the Redeployment Register 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.</p> <p>If during, or upon the completion of, the trial period it is agreed between the line manager and the employee that the alternative employment is not suitable, employees will return to the Redeployment Register, and if no suitable alternative employment can be found, the current <a href="#">Redundancy Selection Policy</a> and <a href="#">Procedures</a> and <a href="#">Severance Payments Policy</a> will apply.</p>
5.	<b>OFFERS OF SUITABLE ALTERNATIVE EMPLOYMENT</b>
	<p>Employees who turn down an offer of suitable alternative employment with reasonable cause will not lose their entitlement to a compulsory redundancy payment.</p> <p>However, employees who turn down an offer of suitable alternative employment <b>without</b> reasonable cause will lose their entitlement to a compulsory redundancy payment.</p> <p>Employees who turn down an offer of suitable alternative employment <b>without</b> reasonable cause will no longer be eligible for pay protection.</p>
6.	<b>REDEPLOYMENT TO A LOWER GRADE</b>
	<p>The University will seek to redeploy staff within posts at the same grade. If this is not possible, posts at lower grades will be considered as a way of avoiding or mitigating redundancy . The University would not consider a post at more than one grade lower to be suitable alternative employment.</p> <p>Staff redeployed to lower graded posts will receive pay protection in accordance with the Pay Protection section of this policy.</p> <p>Employees who have been redeployed into a suitable alternative role at a lower graded role are no longer at risk of redundancy and will be placed on the Pay Protection Register. The University's Pay Protection Register is a secure internal log, maintained by Human Resources, which includes the details of all employees currently in receipt of pay protection.</p> <p>Employees on the Pay Protection Register demonstrating the essential criteria for an advertised post at their original grade, and applying via the normal recruitment process, will be guaranteed an interview alongside other candidates.</p> <p>When applicants apply online via iRecruit, the University's online recruitment system, they should highlight that they are currently on the Pay Protection Register to ensure that this is taken into consideration during the short-listing process.</p> <p>If an applicant has identified themselves as being on the Pay Protection Register, the Hiring Manager <b>must interview them if they meet the essential criteria</b>, even if there appears to be stronger applicants who meet the desirable criteria as well.</p> <p>During the period of pay protection, individuals should not unreasonably refuse to undertake duties commensurate with the higher (protected) grade. What is considered unreasonable to refuse may depend on what duties the employee is being asked to undertake and for how long.</p> <p>Where the lower graded role that an employee has been redeployed into has materially changed, the normal HERA Job Evaluation process should be followed to ensure the staff member is paid at the correct rate for the work being carried out.</p>

<b>7.</b>	<b>PAY PROTECTION</b>
	<p>Pay protection is designed to offer temporary assistance to those employees where they have chosen to take a lower graded post as suitable alternative employment to avoid or mitigate redundancy. This protection is available to support employees in adjusting to any salary change(s) that may be associated with their lower graded post.</p> <p>Pay protection will be offered to employees on the understanding that they will make every reasonable effort to apply for a post at their protected grade, should a suitable vacancy arise during the period of protection. This is not only to support the process, but is also in the best interests of the employee to secure employment at a higher grade.</p> <p>What is considered reasonable may include, for example, checking the University's vacancy lists, keeping their <a href="#">Redeployment Questionnaire</a>/CV up to date with their most recently attained skills and experience and/or identifying and participating in suitable development opportunities.</p> <p>Protection will be offered on the following basis:</p> <p>5 years' service and above</p> <ul style="list-style-type: none"> <li>• Up to three years full protection with annual pay awards and no further incremental progression.</li> </ul> <p>Less than 5 years' service</p> <ul style="list-style-type: none"> <li>• Up to two years full protection with annual pay awards and no further incremental progression.</li> </ul> <p>Full protection is defined as contractual salary at the time of the move to the new post.</p> <p>At the end of the pay protection period, the employee's salary will be at the top point of the salary scale of the lower grade. This does not include any additional contribution points. Normal salary progression will apply from that time.</p> <p>During the period of pay protection, individuals should not unreasonably refuse to undertake duties commensurate with the higher (protected) grade. What is considered unreasonable to refuse may depend on what duties the employee is being asked to undertake and for how long.</p>
<b>8.</b>	<b>PDR &amp; PERFORMANCE DEVELOPMENT PLANS</b>
	<p>Within four weeks of moving into a redeployed role, the employee and their new line manager will agree objectives and a Personal Development Plan for the remainder of the current PDR year in the new redeployed role.</p> <p>In addition, the employee and their new line manager should discuss and include activities to assist the individual in further career development that may enable them to apply for appropriate vacancies at the grade at which s/he is protected, should one be advertised. The PDP should therefore include, for example, career coaching, attendance at academic promotion or career progression workshops and participation in relevant career development and training opportunities.</p>
<b>9.</b>	<b>RIGHT TO BE ACCOMPANIED</b>
	<p>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 pay protection.</p>

<b>10.</b>	<b>FURTHER HELP AND ADVICE</b>			
	Contact <a href="mailto:HRhelp@hw.ac.uk">HRhelp@hw.ac.uk</a> for queries regarding this Policy and Procedure, including queries relating to pension scheme conditions for redeployment			
<b>11.</b>	<b>PROCEDURES VERSION AND HISTORY</b>			
	<b>Version No</b>	<b>Date of Approval</b>	<b>Approving Authority</b>	<b>Brief Description of Amendment</b>
	V. 2.01	27 June 2017 updated xx April 2021	UE	Updated to reflect structure and terminology changes
	V 2.02	Updated April 2024 – legislative reasons		Updated to include additional protection for employees on family leave or pregnant.