

THE SCHOOL OF ORIENTAL AND AFRICAN STUDIES

Redeployment Procedure

1. Overview

1.1 The SOAS Redeployment Policy provides a collegiate approach across the School that will help to ensure that best endeavours are used to help surplus staff avoid redundancy for those who want to continue their careers at SOAS.

1.2 The SOAS Redeployment Procedure supports the SOAS Redeployment Policy and operates alongside the School's Management of Reorganisation and Change Policy; the School's Policy on the employment of fixed-term staff; the School's Redundancy Policy and any Voluntary Severance/Early Retirement schemes extant at the time.

1.3 The School's Redeployment Procedure supports the above policies and their existence does not affect the rights of a School employee to appeal against any redundancy or dismissal proceedings.

1.4 This procedure and the Redeployment Policy were discussed with School's recognised trade unions, UCU and UNISON, at various meetings from July 2010 although not agreed with them. The School's Executive Board approved a version of this procedure (and the policy) on 22 November 2010 and subsequently approved this version of the procedure (and the policy) on 20 June 2011.

2. Introduction

2.1 The School is committed to be a good employer and as the School transforms and adapts to change it wants to ensure the interests and concerns of employees are managed well.

2.2 The School is committed to protecting the security of employment for its staff as far as is possible. It is therefore essential that a clearly understood, practical redeployment policy is in place which enables staff to be redeployed to suitable posts, *if available* at the time of the potential redeployment, within the School.

2.3 The School's Redeployment Policy outlines a positive approach to retraining with individual training needs being assessed and active help and support provided.

2.4 There may be a number of situations where School employees are seeking to be redeployed:

- When the job they are currently doing is no longer required and there is no suitable alternative employment within their Faculty/Department/Directorate
- When part of the job is no longer required (i.e. 25% or more of the post)

- When, in accordance with Occupational Health advice or by reason of disability, they are unable to continue in their present post and all other alternatives have been exhausted (e.g. reasonable adjustments to current role etc)
- When one of a series of fixed-term contracts is coming to an end and there is no suitable alternative employment within the employing Faculty/Department/Directorate (*hyperlink to Fixed Term contract expiry-checklist guidance note*)
- When another substantial reason approved by the HR Director puts their employment at risk

2.5 All School employees in the situations outlined at 2.4 above will have the opportunity to be entered onto the School's **Redeployment Register** maintained by the HR Directorate with a view to finding an alternative post, if available. However, the Redeployment Register is not for members of staff who do not fall into one of the situations outlined in 2.4 who may be seeking a new job or a change of career within the School.

2.6 Where the need arises, the School will ensure that full consultation and communication will take place with staff in accordance with the School's agreed *Management of Reorganisation and Change Policy*.

3. Principles

When dealing with an issue of redeployment, the following principles should be followed:

- School employees and their trade union representatives, if applicable, have the right to be involved at the earliest opportunity in decisions which may affect them in accordance with the School's Management of Reorganisation and Change Policy
- Insofar as it is practicable, School employees will be encouraged and supported in undergoing any relevant training or reorientation, or in having other development needs met, with the aim of assisting them to remain employed at the School
- School employees and their immediate family can access the School's Employee Support Scheme should they require it

4. Definitions

4.1 Redeployee

A School employee on the Redeployment Register.

4.2 Suitable vacancies

Suitable vacancies are those where the skills and knowledge sought to fill the vacancy broadly match the skills and knowledge of the redeployee. In assessing whether or not a vacancy is suitable, the redeployee must be able to demonstrate they meet the follow criteria used to determine the suitability of alternative employment at SOAS:

SOAS Redeployment Selection criteria	Objective assessment
The nature of the work	If the available post requires a particular specialism then this specialism will form part of the assessment process (e.g. Language Specialist)
Grade	Substantive grade held on New SOAS Grading Structure (post 2008)
Level of responsibility relative to previous role	Job title; high-level description of responsibilities held; number of staff or students managed
Working arrangements	Hours worked in current SOAS role i.e. full-time 35 hours per week or fractional hours
The qualifications, skills and experience required to carry out the work	The particular skills required to meet the essential criteria in the Person Specification of the available post will form part of the assessment process

The above criteria are not intended to be exhaustive and the School's Executive Board reserves the right to vary the criteria from time-to-time in consultation with the School's recognised trade unions.

4.3 Prior consideration for a vacancy

Prior consideration for a vacancy means a redeployee being considered prior to the post being advertised through the School's normal recruitment and selection process.

4.4 Redeployment Register

This is the register held and maintained by the Core HR Team of the HR Directorate for School employees whose posts are at risk of redundancy. The Redeployment Selection criteria are shown in section 4.2 above.

4.5 Formal reorganisation or change

Formal reorganisation or change is a change project agreed by the School's Executive Board in accordance with the School's Management of Reorganisation and

Change Policy whereby formal consultation takes place with the School recognised trade unions, UCU and UNISON and with School employees.

5. General Approach to redeployment

5.1 Faculties, Departments or Directorates undergoing reorganisation or change are not expected to give prior consideration to staff on the Redeployment Register from other Faculties, Departments or Directorates whilst their own reorganisation or change is in process.

5.2 The School's Redeployment Register will be managed by the Core HR Team within the HR Directorate using the School's iGrasp web recruitment system (or any similar system which may be in use at the time).

5.3 Any School employee at risk of redundancy who wishes to be placed on the Redeployment Register will be offered an interview by their HR Manager or HR Officer from the Core HR Team. The purpose of this interview is to establish a full skills profile of the individual, any training needs, and the categories and types of job that are likely to be suitable. A Skills Analysis Form based on the 14 elements which make up HERA (Higher Education Role Analysis) should be completed in all circumstances and, if appropriate, a CV should be provided.

5.4 Potential redeployees will be responsible themselves for taking a pro-active role in trying to secure alternative employment within the School. The Core HR Team will assist by:

- Ensuring the iGrasp web recruitment system is maintained with details of ring-fenced vacancies and links to job details
- Advising Deans of Faculties/Academic Heads of Departments/Directors of Professional Services Directorates of any applicants for vacant or new posts from redeployees on the Redeployment Register
- Offering School employees placed on the Redeployment Register a review meeting once per month
- Informing School employees placed on the Redeployment Register of their right to appropriate paid time off for the purpose of pursuing job opportunities attending job interviews for internal appointments and with external employers

6. The filling of posts

6.1 The filling of a vacant post or the establishment of a new post must be approved first by the School's Executive Board following consideration of the business case. Once the Core HR Team has been notified that a vacancy has been approved, that post will be advertised internally on a ring-fenced basis on the i-Grasp web recruitment system (or any similar system which may be in use at the time) for an agreed period of **ten** working days for consideration by redeployees who have been placed on the Redeployment Register.

6.2 Redeployees can access the School's iGrasp web recruitment system at any time to see what vacancies are available internally to redeployees. Vacancies will be

advertised externally on a competitive basis after the agreed period of **ten** working days if no applications are received from redeployees.

6.4 A 'suitable' offer (see Redeployment selection criteria definition at 4.2 above) will be based on an objective assessment made by the Redeployment Interview Panel based on the same grade and skills match and whether any refusal is reasonable taking into account other considerations such as personal circumstances, location etc as the individual's most recent post held (the redundant post).

6.5 Faculties, Departments or Directorates holding EB approved vacant posts **must** first give consideration to staff on the Redeployment Register. Prior consideration involves the Recruiting Manager and the appropriate HR Manager or HR Officer considering the School redeployee against the Redeployment Selection criteria and the Person Specification for the vacant post. In order for a match to be established, the redeployee must be able to broadly demonstrate that they meet the criteria required for the post, as set out in the advertised person specification.

6.6 Once a broad match has been established then the redeployee will be offered an interview, along with any other redeployees who may have applied and also established a broad match.

6.7 A member of the Core HR Team will arrange and attend any Redeployment Interview which will be held in accordance with the School's Recruitment and Selection Policy and Procedure. If more than one redeployee is interviewed for the post, then the redeployee who demonstrates that they most closely meet the Person Specification during the interview process should be offered the post, assuming that they meet the essential requirements as set out in the Person Specification.

6.8 If the redeployee is deemed unsuitable at interview the individual should be informed promptly by the recruiting manager of the decision and the full reasons for the decision not to appoint to assist the individual in making future applications.

6.9 There is no appeals process against non-selection at the redeployment interview stage. School employees will have the right to use the School's Grievance Procedures if they feel that the redeployment procedures have not been followed correctly.

6.10 If there are **no** suitable redeployment candidates after consideration of a period of **ten** working days and then possible interview(s), the appropriate HR Manager or his or her deputy will then approve the post to be advertised externally.

7. Training

Under the terms of the Redeployment Policy, the School is committed to providing relevant training and to providing reasonable, appropriate up-skilling opportunities to redeployees.

8. Trial periods

8.1 Where possible and practicable, School redeployees who are considering suitable vacancies will be given the opportunity to find out more about the particular post they may be interested in prior to their interview for that post. This could involve meeting with the line manager/Head of Department etc to find out more about the job and also to talk with other School employees involved with that post.

8.2 The School will operate a trial period of up to a maximum of **three months** after the redeployee has been appointed into the new post to allow for retraining.

8.3 The trial period and the notice period will run concurrently with each other. For SOAS employees in Grades 2 to 6 who currently have to give one month's notice as part of their employment contract, and are offered a trial period of up to three months, their notice period would therefore have to be extended to suit.

8.4 The new line manager will arrange a formal discussion with the redeployee at the commencement of the trial period to clarify the duties and responsibilities of the new role in line with the job description. The discussion should include:

- Policies and procedures relevant to the role that must be followed.
- Key aspects of role, structure of the department or directorate and how it fits within the School's structure.
- Skills/competences required/that must be acquired.
- Standard of work expected (quality and quantity)
- Deadlines to be met
- Any other issues specific to the role
- Agreeing clear, measurable and reasonable performance objectives covering the period of the trial (e.g. possible research output for Teaching & Research academics; student satisfaction scores for Teachers; ability to delegate; ability to generate income going forward; relationship with colleagues etc)
- Any retraining or support necessary to help the redeployee achieve the set objectives.

8.5 The new line manager should conduct fortnightly review meetings during the trial period to monitor performance and address any concerns with the redeployee promptly ensuring that a record is kept on the RTP1 Form (Redeployment Trial Period Review Form).

8.6 Towards the end of the trial period, the new line manager will hold a formal meeting with the redeployee to discuss their performance against the agreed objectives to ascertain whether or not the new job is in fact suitable for him/her, taking into account how the redeployee has performed, the amount of any re-training still required (if any) and other relevant, objective factors. If it is demonstrated objectively that the post is not suitable for the redeployee, his/her employment with the School will be terminated. The School's senior management (Executive Board; Pro-Directors; Deans; or Directors of Professional Services) reserve the right to make the final decision on this matter, although the views of the employee will be taken into account. An appeals process will not be available.

8.7 If during or at the end of the trial period it is agreed by both parties that the post is not suitable and there are no other possible redeployment opportunities, then the School reserves the right to terminate the trialist's employment with immediate effect. Where the reason for the redeployment is redundancy, the School will pay compensation equivalent for the remainder of the original notice period subject to statutory reductions. The trialist will retain the right to a statutory redundancy payment.

8.8 There is no appeals process against the School's decision that the redeployment opportunity is not suitable alternative employment.

8.9 However, where a dismissed employee has not already exercised their right to appeal against their dismissal, this does not preclude them from doing so at this point under the appropriate procedure (e.g. under the Redundancy Policy or the Sickness Absence Policy).

9. Roles and Responsibilities

9.1 School employees accessing the Redeployment Policy:

The effectiveness of the redeployment policy is dependent on the full engagement of the School employee concerned. The employee is expected to provide information required within prescribed timescales and to co-operate fully in any assessment and interview processes. Employees will be expected to exercise flexibility in relation to potential alternative posts, taking into account their personal circumstances and commitments outside the School.

9.2 Heads of Department/Directorates and Line Managers:

Heads of Department/Directorates and line managers will be expected to explore fully redeployment opportunities in the originating departments/directorates in the first instance. School employees accessing the Redeployment Policy remain the responsibility of the originating department/directorate for all matters (including salary) throughout the potential redundancy notice period, until alternative employment is secured or School procedures have been exhausted.

9.3 Redeployment Interview Panels:

Redeployment Interview Panels will be held in accordance with the School's Recruitment and Selection Policy and be required to give full consideration to the suitability of any School employee put forward for a preferential interview through the Redeployment Policy and Procedure. Interview Record forms for all redeployees interviewed will be completed by the Recruiting Manager and submitted to the HR Directorate.

9.4 The Core HR Team of the HR Directorate:

The Core HR Team of the Human Resources Directorate will be responsible for the administration of the Redeployment Policy and Procedure. The appropriate HR Manager or HR Officer will be responsible for providing Deans of Faculties/Heads of Department/Directors of Professional Services Directorates and line managers, their staff and Redeployment Interview Panels with advice and guidance concerning the application of the Redeployment Policy and Procedure.

9.5 Human Resources Officers

The relevant HR Officers will be responsible for maintaining a central record of School employees placed on the School's Redeployment Register and will assist in the process of redeployment for individuals.

10. Approval

10.1 The Redeployment Policy and this procedure were discussed with the School recognised trade unions, UCU and UNISON, at various meetings from July 2010 although not agreed with them.

10.2 The School's Executive Board approved a version of the Redeployment Policy (and this procedure) on 22 November 2010 and subsequently approved this version of the procedure (and the policy) on 20 June 2011.

**HR Directorate
SOAS**

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