

## ANGUS COUNCIL

## RESOURCES &amp; CENTRAL SERVICES COMMITTEE

17 JUNE 2004

## REDEPLOYMENT GUIDELINES

## REPORT BY CHIEF EXECUTIVE

**ABSTRACT**

This report proposes the adoption of Redeployment Guidelines to be used when staff are being considered for early retirement and/or redundancy.

**1. RECOMMENDATION**

The Committee agree to adopt the Redeployment Guidelines as outlined in the appendix to this report.

**2. BACKGROUND**

In Audit Scotland's 2002/03 'Follow up review of the management of early retirement' within Angus Council their report highlighted that 'improvements could be made by formalising the arrangements for retraining and redeploying staff being considered for early retirement and/or redundancy'.

That was not regarded as a criticism of the council as Audit Scotland's report also stated 'the council complies with good practice in this area and does consider retraining and redeployment of staff as an alternative to early retirement'.

The report merely recommended that this good practice be translated into a formal policy. This was agreed with Audit Scotland and subsequently agreed by the Resources & Central Services Committee on 4 September 2003.

**3. PROPOSAL**

The good practice to which Audit Scotland referred is outlined in the attached appendix and it is now proposed that these guidelines be formally adopted by Committee.

In doing so the Committee is asked to note that a change has been made to the guidelines as has been seen by Audit Scotland.

This change is in relation to the way redeployment is sought. At present a memorandum is issued to departments seeking redeployment opportunities. However, in an effort to be more proactive the guidelines now give the Chief Executive, Director of Finance and Personnel Services Manager authority to cross match those seeking redeployment with vacancies within departments. If a potential match does exist the job will not be advertised until that potential match has been seriously considered. If the job has been advertised the potential match will be considered for inclusion on the short list. Where the individual is unsuitable the department will be required to give the group their reasons in writing.

It is believed that this change to the original guidelines will positively strengthen the attempts made to seek redeployment within the council.

**4. FINANCIAL IMPLICATIONS**

There are no financial implications arising from the terms of this report.

**5. HUMAN RIGHTS IMPLICATIONS**

There are no human rights implications associated with this report.

**6. CONSULTATION**

The Director of Finance and Director of Law & Administration have been consulted on the terms of this report.

All Chief Officers and the trade unions have been consulted on the Redeployment Guidelines.

**A B Watson**  
**Chief Executive**

HR/PerServMan

**NOTE** No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973, (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above Report.

**ANGUS COUNCIL****REDEPLOYMENT GUIDELINES****Introduction**

These Guidelines outline the Council's approach in dealing with a potential redeployment situation and detail the steps which will be adopted in seeking alternative employment.

There are tangible benefits both in cost and in terms of good employee relations in retaining skilled and experienced employees and the Guidelines are designed to deal with a situation where it becomes necessary to seek alternative employment for an employee as a result of a restructuring or through the application of the Council's Policies on Sickness Absence Management, Performance at Work or Retention of Employees with Disabilities.

The Guidelines apply to all permanent employees of the Council with the exception of teaching staffs.

**Principles**

- There will be regular communication with the employee, and where appropriate their trade union, throughout the redeployment process
- Redeployment within the employing department will be the primary objective, and responsibility for this rests with the Head of Department. If it becomes necessary to consider redeployment in other departments, responsibility for this will rest with the Chief Executive, Director of Finance and Personnel Services Manager. Heads of Department will be supportive of approaches for redeployment within their department.
- Any redeployment will be to an established job in the Council
- Any offer of redeployment will be made at the pay or grade of the job available with the exception of redeployment to a lower graded job as a result of restructuring. In such a case the employee will retain their existing salary on a cash conserved basis for a period of three years or until the salary at the maximum of the grade for the job is equal to or exceeds the cash conserved sum or they apply for and secure another job within the Council, whichever is the earlier
- It is acknowledged that some degree of retraining may be required and the Council will be supportive of this. However an employee will not be offered redeployment to an alternative job where there is a clear mis-match between their competencies and the demands of the job. An employee will not be retained in a new job if, following appropriate training and support, they do not meet the standard of performance required
- On redeployment to an alternative job the employee will have a trial period during which the suitability of the alternative employment will be assessed by both the manager and the employee
- An employee will not be expected to refuse an offer of suitable alternative employment without a valid reason
- If a Head of Department considers that an employee is not suitable for a particular redeployment opportunity within their department they will outline their reasons in writing.
- If redeployment is not possible the employee will be released on the grounds of redundancy, or ill health or poor work performance, whichever is appropriate.
- The process of seeking redeployment will start whenever it is identified that the employee cannot continue in their present job. The process shall end with the expiry of the employee's notice period or at the end of a trial period in an alternative job, whichever is the later.

**Steps**

- 1 The employee will complete a skills profile form to identify skills, competencies, previous experience and their mobility/flexibility in regard to work location and hours of work
- 2 The employee's Head of Department will consider possible redeployment opportunities within the Department. If necessary the Chief Executive, Director of Finance and Personnel Services Manager will cross match those seeking redeployment with vacancies in other departments. If a potential match exists the job will not be advertised until that potential match has been considered. If the job has been advertised the potential match will be considered for inclusion

on the short list. If the individual is considered unsuitable the department will give their reasons in writing.

- 3 Discussion will take place with the employee to discuss any option available for redeployment and to outline the terms and conditions relating to any alternative job.
- 4 If an alternative job is identified the employee will be given a trial period of between 2 and 8 weeks to assess if the job is suitable. The length of the trial period will be dependent on the nature of the job but in any event will be for a minimum of 4 weeks if redeployment due to potential redundancy.
- 5 If at the end of the trial period the alternative job is considered to be suitable the employee will be appointed on a permanent basis, or on a temporary basis if the job is of a temporary nature. The appointment will be confirmed in writing.
- 6 If at the end of the trial period the alternative job is not considered to be suitable further redeployment opportunities will be sought until the expiry of the employee's notice period.
- 7 If no alternative job is identified, the employee will be released on the grounds of redundancy, ill health or poor work performance, whichever is appropriate.