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<b>Author/Originator and title:</b> Eleanor Palmer-Rigby, Human Resources Business Partner Lynne Bentham, Staff Side Chair		<b>Responsibility:</b> Human Resources Directorate
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<b>Does this document meet the requirements of the Equality Act 2010 in relation to Race, Religion and Belief, Age, Disability, Gender, Sexual Orientation, Gender Identity, Pregnancy &amp; Maternity, Marriage and Civil Partnership, Carers, Human Rights and Social Economic Deprivation discrimination? Initial Assessment</b>		

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## 1 PURPOSE

The purpose of these guidelines is to ensure the redeployment of displaced staff into suitable alternative employment in the quickest possible time and to mitigate the need for redundancies, and for dismissal on the grounds of capability. It is also to ensure staff who are down-graded are redeployed back into higher-banded employment at the first opportunity.

The guidelines apply to all employees who are potentially without suitable employment as a result of organisational change, restructuring, ill health, disability.

In all cases the Trust is committed to working in partnership with employees and their representatives to endeavour to find suitable alternative employment.

## 2 SCOPE

These guidelines will apply to all staff employed by Blackpool Teaching Hospitals NHS Foundation Trust.

## 3 GUIDELINE

Responsibility for the implementation of these guidelines rests with Line Managers and ultimately with grandparent manager.

The substantive line Manager must:

- Oversee the redeployment process until redeployment has been achieved or the individual has left the Trust
- Ensure a full assessment of the skills, experience and availability of the member of staff to work, so that an appropriate match with current vacancies can be made via an Aspirational Interview. (See Appendix 1 and 2)
- Agree contact arrangements with the member of staff and support them in their search
- Advise their HR representative what suitable alternative duties or reasonable adjustments are required, if appropriate as advised by Occupational Health if the reason for the redeployment is a result of ill health or disability
- Act as sponsor and referee for the employee they wish to have redeployed, liaising with the potential recruiting manager as required
- Bring any suitable alternative opportunities to the attention of the employee
- Maintain regular contact with staff who are temporarily redeployed
- Meet staff on a regular basis where they are in receipt of pay protection, to review progress towards finding a post at the old grade.

The Individual must:

- Be proactive in searching for suitable opportunities within the Trust and other accessible NHS organisations, recording their activity on a 'Job Search Diary' (See Appendix 2)
- Keep your substantive line manager updated on with posts you are considering
- Prepare applications in a timely manner seeking appropriate support if required and attend for interviews / matching meetings (or any other relevant selection activities)

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as required

The HR representative must:

- Maintain an up to date Trust Redeployment or 'At Risk' Register (Redeployment Register)
- Make employees on the Redeployment Register aware of suitable vacancies, where requested advising on interview preparation and arranging preferential interviews / matching meetings as appropriate
- Ensure that those on the Redeployment Register are given first priority for advertised jobs (See Section 3.2)
- Where requested provide relevant support to candidates in the use of NHS Jobs and in completing applications
- Confirm offers of suitable employment, if appropriate, and details of any trial period
- Inform the Substantive Manager at the end of the redeployment period if no suitable posts have been found and what, if any, posts have been identified as suitable during the process and the actions taken

The Recruiting Manager must:

- Give employees on the Redeployment Register priority for interviews / matching meetings and appoint the candidate unless there are criteria that they do not meet.
- Confirm to their HR representative when a trial period has been completed successfully
- Provide written objective reasons why an individual was not successful following either a review of their application, a matching meeting, or the appropriate trial period. At the application review and/or interview stage, this should be in the format of precisely which criteria on the person specification the candidate did not meet.

### 3.1 Principles

- The responsibility for ensuring successful redeployment rests with all parties.
- Any additional costs arising from the redeployment e.g. pay protection, new training etc. will be borne by the Exporting department
- Full financial responsibility for the displaced member of staff will rest with the Exporting department until successful redeployment
- Departments with suitable vacancies for which the individual is qualified will be required to give preferential interview status to the candidate
- Staff will be granted a minimum of a 4 week work trial period. The four week trial period can be extended by agreement by a further 2 weeks unless it can be justified, for example to attend training, for this to be increased further.
- Redeployment candidates will be required to meet the performance and attendance standards of the new position after a suitable period of induction and allowing for any adjustments that have been agreed.
- Managers should take into account of appropriate medical advice with regard to reasonable adjustments required or suitable duties for staff being redeployed for reason of ill health or disability.
- Candidates who are on the redeployment register because of organisational change will be expected to make themselves available for any short term or temporary posts for which they are suitable whilst waiting for a permanent post to arise.
- Candidates who do not make reasonable efforts to secure suitable alternative employment may forfeit their entitlement to redundancy pay or pay protection, if

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appropriate.

### 3.2 Redeployment Process

All vacancies will be subject to review by the HR Representatives before being advertised to consider the suitability of the vacancy for redeployment through the Web Vacancy System. Posts identified as potential redeployment opportunities will be taken out of the recruitment process until redeployment has been fully explored.

Staff on the redeployment register will be assessed as being suitable for a vacancy if the employee meets the essential criteria on the person specification, allowing for reasonable training and also reasonable adjustments where the employee is considered to have a Disability in accordance with the Equality Act 2010.

When the HR Representative identifies a suitable post, the employee will be contacted to arrange a meeting with the Recruiting Manager with a view to starting a work trial.

Where redeployment is on medical grounds management should request medical advice through the Occupational Health Department. This must also be requested where there is a substantial change in the type or nature of the work undertaken or where it is beneficial to seek medical advice, taking into account the date of the original health clearance.

Redeployment opportunities will be sought at the employee's substantive pay band. However, as a last resort, posts at different pay bands maybe considered, taking into consideration the amount and duration of pay protection. In the event of an employee being redeployed and having their pay protected, suitable alternative employment at their protected salary must continue to be sought by all parties during the protection period (See section 7).

When a suitable vacancy has been identified, employees would be expected to begin a work trial as soon as practicable, unless they notify HR within 5 working days providing a justifiable reason as to why it is not suitable. If a work trial requires a CRB, then this will not proceed until one has been received.

Where a number of employees are identified as equally suitable for a post, selection for redeployment will be open to competition. Each employee will be interviewed and the successful candidate will be offered a 4 week trial period as outlined above.

Commencement of a 4 week work trial is for the benefit of the employee and the Department. Objectives and success criteria for the trial period must be set and agreed between the employee and the Recruiting Manager prior to the trial period and assessed at weekly meetings. Where the role is part time, consideration must be given to increasing the trial period to ensure equity.

The work trial must be reviewed at the end of the designated trial period and the employee will be offered the post if the trial objectives are met. The work trial may be extended at the discretion of the Recruiting Manager, taking into account local induction regimes.

If the work trial is deemed successful by the Recruiting Manager, the redeployment will be seen as an appropriate job match, unless the member of staff provides justifiable reasons as to why the post is not suitable.

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If an employee rejects the offer of a post deemed to be an appropriate job match without a justifiable reason, the employee may forfeit their right to a redundancy payment, where applicable.

Employees may undertake more than 1 work trial in different posts, up to a maximum of 3. If an employee rejects a work trial without a justifiable reason, that would count as one work trial for the purpose of this process.

In all cases it is the Recruiting Managers' responsibility to notify the employee, arrange the necessary paperwork including an assignment change form and agree set objectives and a personal development plan for the next 12 months.

If an employee is redeployed to a post of fewer hours than they are currently contracted for, and therefore receive pay protection in accordance with the Trusts Protection of Pay Policy, they must work their original hours until the time limited period of protection ceases, with the additional cost met by the Exporting department.

Where a candidate is judged to be unsuitable following the work trial period, the post will be offered as a suitable redeployment position to the next most suitable candidate in the selection process.

An unsuccessful work trial applicant must be informed of the criteria, which he/she has been unable to fulfil, and counselled on their performance throughout the redeployment process. This action must be undertaken by the Recruiting Manager responsible for filling the vacancy and a copy of the person specification and selection notes will be retained on the individual's personal file.

Following a period of 3 months, or earlier if agreed, from the date of being placed on the redeployment register, a case conference must be arranged in all instances with Human Resources, the Line Manager and employee. In cases of Disability this period may be extended as a reasonable adjustment.

Employees will be invited to the case conference, accompanied if they wish, by a trade union representative or a work colleague. The Exporting manager who holds the substantive post will lead the discussion and each case will be assessed on its merits, with the aim of reviewing the options available. At this meeting, consideration will be given to termination of employment, the grounds of which will form part of the discussion.

<b>4 ATTACHMENTS</b>	
<b>Appendix Number</b>	<b>Title</b>
Appendix 1	Aspirational Interview Invitation Template
Appendix 2	Aspiration Interview Paperwork (Parts 1-4)
Appendix 3	Job Search Diary
Appendix 4	Equality Impact Assessment Form

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<b>5 ELECTRONIC AND MANUAL RECORDING OF INFORMATION</b>
Electronic Database for Procedural Documents
Held by Policy Co-ordinators/Archive Office

<b>6 LOCATIONS THIS DOCUMENT ISSUED TO</b>		
<b>Copy No</b>	<b>Location</b>	<b>Date Issued</b>
1	Intranet	31/07/2014
2	Wards, Departments and Service	31/07/2014

<b>7 OTHER RELEVANT/ASSOCIATED DOCUMENTS</b>	
<b>Unique Identifier</b>	<b>Title and <span style="color: red;">web links from the document library</span></b>
CORP/POL/011	Attendance Management Policy <a href="http://fcsharepoint/trustdocuments/Documents/CORP-POL-011.docx">http://fcsharepoint/trustdocuments/Documents/CORP-POL-011.docx</a>
CORP/POL/211	Protection of Pay Policy <a href="http://fcsharepoint/trustdocuments/Documents/CORP-POL-211.doc">http://fcsharepoint/trustdocuments/Documents/CORP-POL-211.doc</a>
CORP/POL/222	Employment of People with a Disability <a href="http://fcsharepoint/trustdocuments/Documents/CORP-POL-222.doc">http://fcsharepoint/trustdocuments/Documents/CORP-POL-222.doc</a>
CORP/POL/255	Organisational Change and Redundancy Policy <a href="http://fcsharepoint/trustdocuments/Documents/CORP-POL-255.docx">http://fcsharepoint/trustdocuments/Documents/CORP-POL-255.docx</a>
CORP/POL/517	Performance Management Procedure <a href="http://fcsharepoint/trustdocuments/Documents/CORP-POL-517.docx">http://fcsharepoint/trustdocuments/Documents/CORP-POL-517.docx</a>

<b>8 SUPPORTING REFERENCES/EVIDENCE BASED DOCUMENTS</b>
<b>References In Full</b>
Crown. (2010). <i>Equality Act 2010</i> . Available: <a href="http://www.legislation.gov.uk/ukpga/2010/15/contents">http://www.legislation.gov.uk/ukpga/2010/15/contents</a> . Last accessed 15/07/2014.

<b>9 CONSULTATION WITH STAFF AND PATIENTS</b>	
<b>Name</b>	<b>Designation</b>
	HR Policy Forum
	Operational JNCC
	Strategic JNCC

<b>10 DEFINITIONS/GLOSSARY OF TERMS</b>	
Aspirational Interview	An interview to obtain details of the employees skills and experience and to discuss the career/job aspirations
Trade Union Representative	A Trade Union Representative means a member of a recognised negotiating body of the Trust

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<b>11 AUTHOR/DIVISIONAL/DIRECTORATE MANAGER APPROVAL</b>			
<b>Issued By</b>	Eleanor Palmer-Rigby	<b>Checked By</b>	Louise Benfield
<b>Job Title</b>	Human Resources Business Partner	<b>Job Title</b>	Head of Employee Relations
<b>Date</b>	July 2014	<b>Date</b>	July 2014

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## Appendix 1: Aspirational Interview

Date and Time of Interview: .....

Venue: .....

Dear

I would be very grateful if you could attend an aspirational interview on the above date. A trade union representative or work colleague may be present at the interview, if you wish (to be arranged by yourself).

### Purpose of aspirational interview

An aspirational interview is offered to all employees who are potentially without employment through no fault of their own, for example as a result of restructuring, organisational change, ill health, disability or due to a lack of capability to perform their current role. In circumstances such as these, the Trust is committed to working in partnership with staff and their representatives to find suitable alternative employment. Prior to your aspirational interview, you will be asked to provide personal details including qualifications and present employment details.

### Line Manager Responsibility

It is the Line Manager's responsibility to explain the reason for the aspirational interview and to offer support and guidance. During the aspirational interview, together with the employee, a series of questions will be asked that will provide information required for the redeployment register and finding suitable alternative employment.

### Human Resources Responsibility

HR will provide advice, guidance and support to both the Line Manager and the employee. Staff that are considered to be at risk of redeployment will have their names registered on a redeployment database which will be accessed only by the HR Department. This information will be used for the purpose of finding suitable alternative employment for candidates, and will consist of the information you give in your interview.

When HR identifies a suitable post, employees will be contacted to arrange a meeting with the prospective Appointing Manager with a view to starting a work trial.

### Employee responsibility

Responsibility is held with yourself to provide accurate information at the aspirational interview in order to help find alternative suitable employment. The employee is required to make enquiries following up any advertised vacancies, prepare applications for vacant posts, respond timely once suitable vacancies are identified by the HR team, prepare for interviews and other selection processes and actively seeking opportunities for retraining and/or redeployment.

**If you have any questions or concerns prior to your interview, please contact your Line Manager or Human Resource Manager (input name and extension number)**

Line Manager .....

Date .....

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## Appendix 2: Aspirational Interview – 4 part document

### 1. Background information

Please complete part 1 of this form and bring it with you when you attend for your interview.

If you have any questions or concerns prior to your interview please contact your Line Manager or the Human Resources Department.

#### Part 1

**Personal Details** - please complete the following information about you.

<b>Surname:</b>	<b>First Name(s)</b>
<b>Contact Address:</b>	<b>Contact Numbers:</b>  <b>Home:</b>  <b>Work:</b>  <b>Mobile:</b>  <b>Email:</b>

**Qualification Details** – please complete the following information including grade.

**Employment Details** – please complete the following information about your employment with the Trust.

<b>1 Base (e.g. Victoria Hospital):</b>	<b>2 Department</b>
<b>3 Directorate</b>	<b>4 Division</b>
<b>5 Trust Start Date:</b>	<b>6 Length of NHS Service:</b>
<b>7 Post Title:</b>	<b>8 Agenda for Change Banding:</b>
<b>Is your post:</b>  Full Time <input type="checkbox"/> Part Time <input type="checkbox"/>	<b>Were you redeployed into this post ?</b>  Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Is there any Existing Pay Protection in place for this post:</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>If yes when is this due to come to an end?</b>

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<b>PART 2 – TO BE FILLED IN WITH LINE MANAGER</b>			
Please describe your current work pattern with approximate times.			
<b>Week 1</b>	<b>Week 2 (if applicable)</b>		
<b>Monday</b>	<b>Monday</b>		
<b>Tuesday</b>	<b>Tuesday</b>		
<b>Wednesday</b>	<b>Wednesday</b>		
<b>Thursday</b>	<b>Thursday</b>		
<b>Friday</b>	<b>Friday</b>		
<b>Saturday</b>	<b>Saturday</b>		
<b>Sunday</b>	<b>Sunday</b>		
Are you willing to change your current work pattern? Yes <input type="checkbox"/> No <input type="checkbox"/>			
If yes please indicate below when you are available to work			
	<b>AM</b>	<b>PM</b>	<b>EVENING</b>
<b>Monday</b>			
<b>Tuesday</b>			
<b>Wednesday</b>			
<b>Thursday</b>			
<b>Friday</b>			
<b>Saturday</b>			
<b>Sunday</b>			
<b>COMMENTS</b>			

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<p><b>Are there any personal circumstances which you feel we need to be aware of:</b></p> <p>Childcare <input type="checkbox"/></p> <p>Carer <input type="checkbox"/></p> <p>Medical <input type="checkbox"/></p> <p>Other <input type="checkbox"/></p>	<p><b>What mode of transport do you currently use to get to work?</b></p> <p>Walk <input type="checkbox"/></p> <p>Cycle <input type="checkbox"/></p> <p>Bus <input type="checkbox"/></p> <p>Car <input type="checkbox"/></p> <p>Other <input type="checkbox"/> please state .....</p>
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<p><b>Do you have any particular areas of the Trust where you would like to work? If yes please state:</b></p> <p>Site preference?</p>	<p><b>Do you have any thoughts on the type of work you would like to do in the future? If yes please state:</b></p>
--	---

**Have you identified any particular training needs that you may have? If yes please state:**

**Agreed Future Actions.** State below any agreed actions eg. date to provide answers to any questions or concerns, date to meet again if necessary

Action	Date

**Managers Signature** .....

**Employee Signature** .....

**Date** .....

**Copy:      Manager      Employee      HR Representative**

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**Appendix 2: Aspirational Interview – 4 part document**

**Part 3 Operational Summary**

**Employee Name .....** **Area of Work / Base .....**

**Manager completing Interview.....** **Date of Completion.....**

3.1	Key Skills	
3.2	Key Experience	
3.3	Key Strengths	
3.4	Previous employment experience	

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**Appendix 2: Aspirational Interview – 4 part document**

3.5	Would you consider a career change?	
3.6	What key transferable skills do you have to facilitate a career change?	
3.7	What development needs would you need to support a career change?	
3.8	Do you need additional support with regard to disability needs?	
3.9	Further comments needed to be taken into consideration:	

**Managers Signature .....**

**Employee Signature.....**

**Date.....**

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**Part 4 Summary of Identified Development Needs**

<b>Development Need</b>	<b>Action to be Taken</b>	<b>By Whom</b>

**Managers Signature .....**

**Employee Signature.....**

**Date.....**

## Appendix 3: Job Search Diary

### Job Search Diary

Detail below the jobs that you have reviewed and provide an update as appropriate:

Name: \_\_\_\_\_ Current Job Title: \_\_\_\_\_ Current Department: \_\_\_\_\_

Job Reference Number	Job Title	Grade Band /	Department	Date applied	Date of Interview / matching meeting	Outcome

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<b>Appendix 4: Equality Impact Assessment Form</b>				
Department	HR	Service or Policy	Redeployment	Date Completed: January 2014
<b>GROUPS TO BE CONSIDERED</b>				
Deprived communities, homeless, substance misusers, people who have a disability, learning disability, older people, children and families, young people, Lesbian Gay Bi-sexual or Transgender, minority ethnic communities, Gypsy/Roma/Travellers, women/men, parents, carers, staff, wider community, offenders.				
<b>EQUALITY PROTECTED CHARACTERISTICS TO BE CONSIDERED</b>				
Age, gender, disability, race, sexual orientation, gender identity (or reassignment), religion and belief, carers, Human Rights and socio economic/deprivation.				
QUESTION	RESPONSE			IMPACT
	Issue	Action	Positive	Negative
What is the service, leaflet or policy development? What are its aims, who are the target audience?	Redeployment Policy for all employees			
Does the service, leaflet or policy/development impact on community safety • Crime • Community cohesion	No			
Is there any evidence that groups who should benefit do not? i.e. equal opportunity monitoring of service users and/or staff. If none/insufficient local or national data available consider what information you need.	No			
Does the service, leaflet or development/policy have a negative impact on any geographical or sub group of the population?	No			
How does the service, leaflet or policy/development promote equality and diversity?	It offers all employees equal opportunity for redeployment			
Does the service, leaflet or policy/development explicitly include a commitment to equality and diversity and meeting needs? How does it demonstrate its impact?	Yes, the Equality Act is followed			
Does the Organisation or service workforce reflect the local population? Do we employ people from disadvantaged groups	N/A			
Will the service, leaflet or policy/development i. Improve economic social conditions in deprived areas ii. Use brown field sites iii. Improve public spaces including creation of green spaces?	N/A			
Does the service, leaflet or policy/development promote equity of lifelong learning?	N/A			
Does the service, leaflet or policy/development encourage healthy lifestyles and reduce risks to health?	N/A			
Does the service, leaflet or policy/development impact on transport? What are the implications of this?	N/A			
Does the service, leaflet or policy/development impact on housing, housing needs, homelessness, or a person's ability to remain at home?	N/A			
Are there any groups for whom this policy/service/leaflet would have an impact? Is it an adverse/negative impact? Does it or could it (or is the perception that it could) exclude disadvantaged or marginalised groups?	No			
<b>ACTION:</b>				
Please identify if you are now required to carry out a Full Equality Analysis			No	(Please delete as appropriate)
Name of Author: Signature of Author:			Date Signed:	

<b>Appendix 4: Equality Impact Assessment Form</b>		
Name of Lead Person: Signature of Lead Person:		Date Signed:
Name of Manager: Signature of Manager		Date Signed:

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