



Royal College of Art

Postgraduate Art & Design

REDEPLOYMENT POLICY

1. Introduction

1.1. The Royal College of Art ("the College") is committed to the delivery of teaching, research and knowledge exchange of the highest quality. Continuity of employment is an important element in achieving this. It is also the case that change is a regular and important part of the College maintaining a competitive and sustainable position and, over time, some activities will need to cease and new activities develop. The redeployment of employees from one activity to another has a key part to play in helping to ensure a balance between the need for continuity and the need for change.

1.2. Effective reallocation of work and/or redeployment retains valuable skills and knowledge within the College, contributes to the creation of a positive work environment and meets the College's moral and legal obligations. It also provides the College with means to achieve a broader skills base and more flexible workforce in the longer term, whilst accepting the need to create/recruit new skills and talent where appropriate.

1.3 This policy also covers the College's responsibilities under the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations, 2002. The Redeployment Policy is operated alongside the College's collective agreements on Redundancy and Appeals policies / procedures.

1.4. This policy sets out the College's approach to redeployment. It does not form part of employees' contractual terms of employment and thus may be subject to change from time to time. Such changes will be made and notified following consultation with the recognised trade unions (except where changes are made to comply with new or amended legislation in which case such consultation will not be required). The Trade Unions will be informed in writing of any changes made to the policy as a result of any legislative requirements.

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

1.6 The College and the recognised trade unions acknowledge that redeployment may involve voluntary acceptance of some changes to terms and conditions in a new role as an alternative to redundancy. As far as possible any such changes will be kept to a minimum.

2. Principles

2.1 This policy and procedure is underpinned by the principles laid out in Statute 10 that staff of the College, whilst engaged in teaching, research or knowledge exchange have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges.

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

Staff have a right to be consulted at the earliest opportunity in decisions which may affect them and may be accompanied at such meetings by a workplace colleague or a trade union representative.

Staff have a right to have their wishes and preferences taken into consideration in respect of redeployment options.

In so far as it is practicable and affordable, staff will be encouraged to and supported in doing any relevant training, reorientation or having other development needs met with the aim of assisting staff to remain employed at the College. Once staff are on the redeployment register, they should be allowed reasonable paid time off for retraining from their existing post.

Staff may access counselling through the College's (EAP) counselling services should they require it.

Where appropriate and feasible, career counselling / advice will be offered.

2.2. The process of redeployment aims to:

- Ensure that each employee will receive fair and consistent treatment and that schools/departments will support, communicate regularly with and be committed to assisting employees to obtain suitable alternative employment;
- Ensure that all staff have timely access to information about vacancies in the College, including any confirmed future / planned posts;
- Have structured and planned job search processes in place that will build the confidence of employees affected by redeployment;
- Provide one-to-one support, assessment and advice on job search and career options beyond internal redeployment where this may be appropriate;

2.3. The College accepts that it has responsibilities to all employees to minimise uncertainty wherever possible and to maximise the choices and options available to employees when their current posts are impacted by reorganisation, redundancy, capability or, where appropriate, for reasons associated with discipline and grievance matters.

2.4. Employees who become subject to this policy are expected to cooperate fully with the College in seeking to secure alternative employment. In particular, employees are required to give consideration to any vacancies identified as suitable for them and present themselves for priority interview when the opportunity is offered. Line managers will work with Human Resources to support employees in their search for suitable alternative employment. The College will offer a guaranteed interview to any member of staff in the redeployment pool that meets the minimum essential requirements of the relevant post.

2.5. At all formal stages of the procedure the employee will have the right to be accompanied by either a representative of a trade union, or an RCA work colleague.

2.6. Where time limits are referred to in the course of this procedure they may, where reasonable, be varied by agreement between the employee and the College.

2.7 All employees will be treated in accordance with the College's policy on Equality and Diversity

2.8. The Director of Human Resources has overall responsibility for ensuring the consistent application of this policy.

2.9. Audio and/or video recording of meetings is strictly prohibited unless with the express and written consent of all parties present.

3. Scope

3.1. This policy shall apply to all College employees, including those on fixed term, part-time or temporary contracts, with the exception of the Vice-Chancellor for whom a separate procedure applies.

4. Redeployment Situations

4.1. There are a number of circumstances under which redeployment may be appropriate:

- Redundancy avoidance;
- Expiry of a fixed term contract;
- Capability (ill-health or disability);
- Discipline and grievance outcomes (potentially);
- Work performance.

5. Redeployment Register

5.1. HR will maintain a register of all employees at risk of possible redundancy or who are suitable for redeployment for other reasons. Registered employees will be updated at regular intervals of job vacancies and any other opportunities that arise. HR will provide reasonable support to displaced employees to assist with redeployment. The redeployee retains responsibility for their own job search and redeployment opportunities.

5.2. Employees entered onto the register will be expected to complete a 'personal profile' (available on request from HR) and, where appropriate, a CV to ensure that the information

the College holds on their skills, experience and aptitudes is fully up to date. HR will use this information to assess suitability against new and vacated positions within the College.

6. Redeployment Selection Process

6.1. Employees will be eligible to be considered for roles at either the same grade or a lower grade (maximum one grade lower).

6.2. Where the manager / the College accepts that the post is the same or substantially similar to the employee's existing post, the individual may be directly matched/slotted into the available role without competition.

6.3. Where Human Resources identify a vacancy that is not the same or substantially similar but may be a match for the employee's skills and experience, the employee will be made aware of the opportunity and invited for a priority interview ahead of other possible candidates for the role. Depending on the nature of the role, an employee may first be asked to submit a tailored application. Posts will be ring-fenced for this purpose for a maximum of 5 working days.

6.4. A vacancy at a higher grade than that of the person seeking redeployment will not be required to be considered for suitable alternative employment / redeployment. However, any individual may of course apply for any advertised post at any time under normal competitive arrangements.

6.5 The College will offer up to 6 months pay protection up to 1 grade below the current grade of the individual.

6.6 The redeployee has the right to appeal a (single) decision not to appoint / terminate employment under the terms of the College's appeals procedure. The Grievance procedure will not be used for this purpose.

7. Further Considerations

7.1. Consideration will be given to the practicality of providing a short period (not longer than three months) of relevant training to bring the employee up to the required skill level or to develop new skills. The appropriateness of such training will depend upon several factors including the depth and scope of training required, available timescales, the cost of training, and how fundamental to the role the required skills are.

7.2. Reasonable adjustments will be considered for employees with a disability.

7.3. Where there are differences to the employee's current role or a gap in skills has been identified, a trial period may be appropriate (refer to section 8 below).

7.4. Where the differences to the employee's current role are significant or there is a substantial skills gap, redeployment to the role will not be offered.

7.5. Where an employee rejects an offer of suitable alternative employment from the College in a redundancy situation, the employee's contract of employment will come to an end and the employee will not be entitled to receive a statutory redundancy payment.

7.6. While the member of staff is under contract and being considered for redeployment, their grade, salary and conditions of employment will remain at the level of their existing post. Offers of alternative employment will be made at the grade and conditions of service attached to the new post (see para 6.5 above regarding pay protection arrangements).

8. Trial Periods

8.1. Where it is assessed that differences in either the employee's existing duties and the new duties or their skills set are not substantial/significant, the individual will be offered the role on a trial basis.

8.2. A trial period will be between four and twelve weeks and will be determined by the recruiting manager and based on guidance from Human Resources.

8.3. The recruiting manager will set out a clear and reasonable statement of performance standards and objectives to be met and support to be provided during the trial period. Progress will be reviewed during the period through regular meetings between the employee and the relevant manager. The trial period is a two-way process and the views of the employee will be considered throughout.

8.4. If the employee meets the performance standards, they will be confirmed in post.

8.5. If the performance standards and objectives are not met by the end of or during the trial period and further suitable alternatives have not been identified, the College may terminate the employment contract with notice. Where risk of redundancy is the reason for redeployment, the employee may receive a statutory redundancy payment calculated to their last day of employment, including any trial period.

8.6. If the employee decides not to accept the new position during, or at the end of the trial period, and further suitable alternatives have not been identified, their current employment will end following appropriate notice. If a suitable alternative offer has been declined, redundancy pay is at the discretion of the College.

9. Termination of Employment

9.1. The College will continue to explore redeployment opportunities for employees who are working a period of notice up to their anticipated date of leaving.

9.2. While every effort will be made to identify suitable redeployment opportunities, none may be available. The College is a small, specialist institution and as such vacancies can be highly specialist and in short supply. In the event that no suitable vacancies exist, the employee's contract of employment will end following notice.

10. Review

This policy / procedure will be reviewed after 12 months of operation.

Human Resources

1 November 2021

Document History

Policy

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Approval

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