

HUMAN RESOURCES POLICY

Redeployment Policy and Procedure

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Contents

1. Policy Statement.....2

2. Equality and Diversity .....3

3. Redeployment Groups.....3

4. Suitable Alternative Employment and Alternative Employment .....4

5. Joining the Redeployment Process.....5

6. Applying for a Role .....5

7. Shortlisting and Interviewing .....6

8. Accepting or Declining an Offer .....7

9. New Role and Trial Period .....7

10. No Role .....8

11. Appendix A Key Roles and Responsibilities..... 10

12. Appendix B Redeployment Form ..... 12

13. Appendix C Essential Criteria Form ..... 14

# IMPERIAL

## 1. Policy Statement

- 1.1. All members of staff are required to familiarise themselves with this policy.
- 1.2. Imperial College London (Imperial) is committed to avoiding redundancies and will redeploy members of staff, who are at risk of redundancy, to a suitable alternate role, where it is possible to do so. Members of staff who are eligible for redeployment shall be referred to in this policy as “redeployees.”
- 1.3. Redeployees will be supported throughout the redeployment process by their line manager, their Faculty/Service/Department and their [HR Representative](#)<sup>1</sup>.
- 1.4. Recruiting managers will be proactive in applying and adhering to this Redeployment Policy and Procedure, and its processes, when recruiting individuals for their vacancies. They will give preference to redeployees before other internal or external candidates, where it is possible to do so.
- 1.5. To be eligible for redeployment under this policy staff must meet one or more of the following criteria:
  - Those who are at risk of redundancy due to the expiry of a fixed term contract or fixed funding.
  - Those who have at least two years continuous service\* and are at risk of redundancy due to organisational change.
  - Those where it has been recommended as an outcome of the Flexible Working Policy, particularly in cases where a member of staff submits a request for flexible working due to a disability.
  - Those who have a health condition or disability and redeployment has been recommended as a reasonable workplace adjustment, usually under the [Performance Improvement Policy](#) or the [Sickness Absence Policy](#) with input from Occupational Health.
- \* Group one redeployees do not require two years of continuous service (see paragraph 3.2.1 below).
- 1.6 On occasion, circumstances may arise where an employee and their line manager conclude that redeployment is warranted for a reason other than as prescribed in this policy. An employee may be permitted to join group three of the redeployment process for some other reason. This is subject to agreement with the Deputy HR Director (Employee Relations and Policy) on a case by case basis.
- 1.7 The policy does not apply to agency workers\*\*, casual workers, consultants, self-employed contractors, volunteers, or interns.
- 1.8 This policy does not apply to those appointed outside of a competitive recruitment process on short term contracts of 6 months or less (e.g. where a [short term contract request form](#) is utilised).
- 1.9 This policy does not form part of any contract of employment or other contract to provide services and may be amended at any time.

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<sup>1</sup> The term HR Representative does not refer to a specific job title or role. The specific role(s) responsible for providing support under this policy as HR Representative will align with HR operational structures at the appropriate point in time.

# IMPERIAL

\*\* Although agency workers do not fall into scope of the eligibility criteria set out in 1.5 above, they will be informed of relevant vacancies where appropriate.

1.10 Those who are notified that they are at risk of redundancy will not be eligible for redeployment if such notice is subsequently withdrawn.

1.11 Faculties must act responsibly when extending fixed term contracts and ensure adherence to this policy where applicable.

## 2. Equality and Diversity

2.1. Imperial is committed to equality, diversity, and inclusion. Implementation of this policy must be clear and transparent and not subject to any unfair discriminatory practices.

2.2. If a redeployee requires any workplace adjustments to ensure equal access and opportunity at any stage of the procedure, their line manager should discuss necessary adjustments with them.

2.3. The Equality, Diversity and Inclusion Centre (EDIC) may also be contacted for advice.

2.4. All staff are expected to undertake their role in line with Imperial's Values and Behaviours. Imperial's [Values](#) are at the very centre of our work and guide our behaviour as a community, across all levels of Imperial. This policy aims to support fairness in how redeployment is managed, and protect and promote our Values of Respect, Collaboration, Excellence, Integrity, and Innovation.

2.5. This policy is inclusive and applies to all eligible staff irrespective of any held protected characteristic.

## 3. Redeployment Groups

3.1. Imperial has a legal obligation to give preference to certain groups of staff over others during the redeployment process. Redeployees under group one (see below) will be given first preference, followed by group two and then group three.

3.2. The criteria for the different groups are as follows:

1. **Group one** - Those who are at risk of redundancy and:

- a) have notified their line manager and or HR that they are pregnant; or
- b) have had a miscarriage before 24 weeks of being pregnant\*; or
- c) are on, or have returned from, adoption leave or maternity leave (including those who had a stillbirth after 24 weeks pregnancy); or
- d) have taken at least 6 consecutive weeks of neonatal care leave; or
- e) are on shared parental leave or have returned from a period of at least 6 consecutive weeks of shared parental leave.

Eligible redeployees will be in group one up to:

- 18 months\* from the first day of the estimated week of childbirth; or
- 18 months from the exact date of birth where the redeployee gives notice of this date prior to the end of maternity leave; or
- 18 months from the exact date of birth where the redeployee has taken at least 6 consecutive weeks of neonatal care leave; or
- up to 18 months from the date a child has been placed with them for adoption.

Please note: This period of 18 months does not extend beyond a redeployee's contract termination date.

\* Where a redeployee has a miscarriage before 24 weeks of being pregnant, they will be included in group one until four weeks after their pregnancy ended, or 18 months from the date of a stillbirth.

2. **Group two** – Those who have a health condition or disability and redeployment has been recommended as a reasonable workplace adjustment, usually under the [Performance Improvement Policy](#) or [Sickness Absence Policy](#) with input from Occupational Health.

3. **Group three** – All other eligible redeployees, including (but not limited to) fixed term employees who are at risk of redundancy and undergoing a competitive process, or whose contracts are imminently vulnerable to termination due to the cessation of fixed funding.

## 4. Suitable Alternative Employment and Alternative Employment

4.1. Suitable alternative employment: is work that is on broadly the same terms, grade and within the same capacity as the redeployee's current employment. A role may constitute suitable alternative employment if a reasonable period of training or re-training is necessary.

4.2. Alternative employment: is work that may be available within Imperial but on different terms, different grade or within a different capacity to the redeployee's current position and grade. Redeployees should refer to Appendix 2 of the [Change Management Policy and Procedure](#) for information on the salary and benefits protection scheme.

4.3. Redeployees in group one will usually be slotted into suitable alternative employment where it is available, subject to an informal discussion with the recruiting manager, as referred to in paragraph 7.3 There is no statutory obligation to offer alternative employment on different grades or with significantly different responsibilities. However, in a redundancy situation, a redeployee may wish to put themselves forward for such alternative employment. If a redeployee wishes to consider alternative employment at any stage, they should inform their [HR Representative](#) and complete the Redeployment Form in Appendix B as soon as possible.

4.4. Where a redeployee wishes to apply for a role that is on a higher or lower grade, this will not amount to suitable alternative employment, and they will not therefore be prioritised. They should apply as per

# IMPERIAL

the usual recruitment process and may find it helpful to refer to Appendix 2 of the [Change Management Policy and Procedure](#) for information on the salary and benefits protection scheme.

- 4.5. For a role to be considered suitable alternative employment or alternative employment, redeployees are required to meet all of the essential criteria in the person specification or be able to do so with reasonable training. Where reasonable training is required, a **training plan** will be set out and agreed by the recruiting manager and redeployee as part of the selection process.
- 4.6. Training plans (as described in paragraph 4.5 above) will be provided wherever it is reasonable, practicable and cost effective to do so. The redeployee must also demonstrate a capacity and willingness to learn and apply these new skills within an agreed timeframe.

## 5. Joining the Redeployment Process

- 5.1. For those at risk of redundancy, redeployment will usually be discussed as part of a consultation meeting. For staff who are eligible to be redeployed for another reason (not due to redundancy), their [HR Representative](#) will start to discuss redeployment with them at the appropriate stage as per the relevant policy and procedure. Their [HR Representative](#) will also advise them what redeployment group they are in (one, two or three).
- 5.2. To avoid the risk of forfeiting their right to receive a statutory redundancy payment (where such right exists), redeployees will be expected to participate in the redeployment process. To confirm their participation in the redeployment process, those in groups two and three must complete the redeployment form at Appendix B. Redeployees will only be entitled to receive a redundancy payment in circumstances where Imperial is unable to make an offer of suitable alternative employment prior to the termination of their contract. On receipt of the form, their [HR Representative](#) will add the redeployee's form and details to the [Redeployment Register](#)<sup>2</sup>.
- 5.3. Redeployees should set up job alerts (guidance available [here](#)) and may wish to explore relevant courses and programmes offered by the [People and Organisational Development Team \(POD\)](#).
- 5.4. Where the redeployee is at risk of redundancy and does not wish to be redeployed, they may not be entitled to receive a redundancy payment. (The exception to this would be in the context of a voluntary redundancy situation).

## 6. Applying for a Role

- 6.1. Where a potential role is identified, the [HR Representative](#) will discuss the role with the redeployee and explain what actions they need to take to be considered for the role. Redeployee groups should follow the relevant process outlined below:

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<sup>2</sup> Redeployment Register means the centralised list of individuals eligible for redeployment in accordance with the groups referred to in paragraph 3.2 of this policy. Managers may also add non-eligible members of staff to the Redeployment Register (with their consent) for the purposes of keeping them informed of vacancies. However, only eligible redeployees (falling into Groups one, two and three) will be treated with priority for redeployment purposes.

# IMPERIAL

1. **Group one** – Where the [HR Representative](#) and/or the redeployee identify a role that may be suitable alternate employment, the redeployee should complete an Essential Criteria Form, outlining how they meet the essential criteria. For ease of reference an Essential Criteria Form is provided at Appendix C. The [HR Representative](#) will liaise with the recruiting manager, and where the role is potentially suitable, they will be slotted into the role<sup>3</sup> after an informal discussion has first taken place. (See paragraph 7.3 regarding the purpose of the informal discussion).
2. **Group two** – Where the [HR Representative](#) and/or the redeployee identify a role that may be suitable alternate employment, the redeployee should apply, following the usual recruitment application process. On the application form they need to confirm that they are a group two redeployee.<sup>4</sup>
3. **Group three** – The redeployee should apply for any suitable alternative roles following the usual recruitment application process. On the application form they need to confirm that they are a group three redeployee. They should also inform their [HR Representative](#).

6.2. The redeployee's line manager will be responsible for informing the redeployee and their [HR Representative](#) of any roles in their area (including upcoming roles) which could amount to suitable alternative employment.

## 7. Shortlisting and Interviewing

- 7.1. Redeployees who potentially meet the essential criteria for suitable alternative employment (with reasonable training in some cases) will be prioritised for interview (the purpose of which is to assess the suitability of the role from the perspective of both Imperial and the redeployee). This means they will have priority to be shortlisted for interview over and above candidates who are not redeployees. For the exception, please refer to paragraph 4.4.
- 7.2. Where more than one redeployee applies for a suitable alternative role, they will be considered (shortlisted, interviewed and potentially offered the role) in preferential order of their redeployment group. Where the redeployees are in the same redeployment group, then a competitive interview selection process will be conducted for this redeployment group only. For the avoidance of doubt, group one redeployees will not normally undergo any interview, or competitive process. The exception to this is where a role is potentially suitable for another redeployee who is also in group one.
- 7.3. Where the recruiting manager does not consider the role to be suitable, they will provide their feedback in writing to the redeployee. For group one redeployees, rather than an interview, there will be an informal discussion between the recruiting manager, redeployee and the [HR Representative](#). The

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<sup>3</sup> Wherever possible redeployees in Group One should be slotted into suitable alternative roles within the departments they are employed to work within. Departments are responsible for procuring that Group One redeployees are appropriately redeployed, in accordance with this policy.

<sup>4</sup> Redeployees in groups two and three must follow the standard application process. However, if a role is deemed by both the redeployee and Imperial to be suitable alternative employment, the redeployee will be offered the role, subject to the parameters set out in paragraph 7.2 of this policy.

# IMPERIAL

purpose of the discussion is to secure a smooth transition process into the suitable alternative employment. During the discussion, practical considerations will be addressed such as whether the redeployee would benefit from an initial period of training, for example.

- 7.4. If the recruiting manager confirms that the role is suitable alternative employment and the redeployee meets all of the essential criteria, (with an agreed training plan where applicable) they will be offered the role.

## 8. Accepting or Declining an Offer

- 8.1. The [HR Representative](#) sends the offer in writing, and the redeployee will need to decide if they wish to accept the role. Redeployees may decline an offer but should be aware that there may not be any other suitable alternative roles available.
- 8.2. It should be noted that a redeployee who unreasonably refuses an offer of suitable alternative employment may lose their entitlement to receive a statutory redundancy payment.
- 8.3. Where the redeployee accepts a position, the HR Recruitment Team will then undertake any pre-required checks, such as a visa check, qualifications, and references.
- 8.4. If the redeployee accepts a role that is fixed term and is subsequently at risk of redundancy again, they may be eligible for a redundancy payment and to join the redeployment process again when their fixed term expires. Subject to paragraph 8.2 above, any redundancy payment would be funded by the faculty/department/service who initially placed the redeployee at risk of redundancy.
- 8.5. Where the redeployee is on maternity, adoption, or shared parental leave, they will not be expected to end this leave earlier than they wish in order to be slotted into a new role for which they meet the essential criteria<sup>5</sup>.
- 8.6. Annual leave accrued in the previous role will be carried over to the new role as per usual practices.

## 9. New Role and Trial Period

- 9.1. The [HR Representative](#) will procure that the redeployee is served with written notice to end their original contract of employment on redundancy grounds. This should occur before the redeployee commences their new role. Provided that the redeployee accepts the offer of suitable alternative employment before their original contract ends, they and Imperial will benefit from a four week statutory trial period to try out the new role.
- 9.2. The purpose of the trial period is for both Imperial and the redeployee to establish whether the new role is suitable, without the redeployee forfeiting their eligibility to receive a statutory redundancy payment in the alternative.

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<sup>5</sup> It should be noted that the essential criteria for some roles could include the ability to commence work within an urgent or specific timescale.

# IMPERIAL

9.3. The trial period must start either immediately after the expiry of the redeployee's original contract or within four weeks of that date, after notice has been served under the original contract.

9.4. During the trial period the line manager and the redeployee will assess the suitability of the post.

9.5. During the trial period, the line manager shall meet with the redeployee on a regular basis to review progress and identify any areas where further training or support may be required. At the end of the trial period, the line manager, and the redeployee, shall confirm to their [HR Representative](#) whether the appointment is regarded as successful.

9.6. Trial is successful

Where the trial period is successful, the line manager will confirm this in writing to the redeployee and the trial period will end.

9.7. Trial is unsuccessful

Where the trial period is unsuccessful, a meeting will be arranged with the redeployee, the line manager and [HR Representative](#) who managed the redeployment.

If the trial is unsuccessful (and there is no other suitable prospect of redeployment at that time), the employment relationship will be deemed to have terminated on the date on which the original contract came to an end. The reason for such termination will be dismissal on redundancy grounds.

9.8. Redundancy entitlements are unchanged in the event the trial period does not result in a confirmed post.

9.9. The notice period should (in the majority of cases) already have been served under the original contract prior to trial period commencing and will not be further extended.

9.10. If the redeployee is required to undergo a period of re-training during the trial period, it may be possible to extend the four week trial period. The trial period may only be extended beyond four weeks for the purposes of re-training the redeployee. Any extension must be subject to written agreement and finalised before the trial period commences.

## 10. No Role

10.1. Where a redeployee is at risk of redundancy and no suitable alternative employment or other means of avoiding their redundancy has been found by the expiry of their notice period, they will be dismissed by reason of redundancy and receive a redundancy payment, if entitled. The redeployee will receive a letter confirming the decision to dismiss them on redundancy grounds and informing them of how they can appeal the decision, should they wish to do so.

10.2. Where redeployment was recommended as an outcome of another procedure (e.g., [Flexible Working Policy](#)/[Performance Improvement Policy](#)/[Sickness Absence Policy](#)) and no role has been found, then any next steps would be considered under the relevant policy and procedure.



# IMPERIAL

## 11. Appendix A Key Roles and Responsibilities

Individual/Team responsible	Role/Responsibility
Member of staff, or "redeployee"	<ul style="list-style-type: none"> <li>To ensure their contact details are up to date on Imperial's employment records</li> <li>To complete the redeployment form at Appendix B (if group two/three redeployee).</li> <li>To set up job alerts</li> <li>Follow the relevant process for their redeployment group.</li> </ul>
Role of Line Manager/ Department	<ul style="list-style-type: none"> <li>Inform HR in a timely manner and at the earliest opportunity if the individual is at risk of redundancy.</li> <li>Explore redeployment opportunities within the redeployee's current department.</li> <li>Allow redeployees reasonable amount of time off to attend interviews or training during the redeployment process.</li> </ul>
Role of Recruiting Managers	<ul style="list-style-type: none"> <li>Where a group two/three redeployee applies for a role in their department, review their application, shortlist and interview as per the process in a timely manner.</li> <li>Where a role is suitable alternative employment for a group one redeployee arrange for them to be slotted into the role.</li> <li>If a role is potentially suitable for more than one redeployee within group one, arrange for a fair competitive recruitment process to take place between the group one redeployees.</li> <li>If a redeployee is unsuccessful at shortlisting or interview, provide written feedback to the HR Representative.</li> <li>Where the redeployee meets all the essential criteria or has the prospect of doing so with the benefit of training, offer them the role.</li> <li>Where training is required, set out a training plan with guidance from HR.</li> <li>If a redeployee's reemployment into a role would be subject to them undergoing a period of re-training, ensure that this is subject to written agreement in advance.</li> <li>Review progress during the trial period.</li> </ul>
HR Staff Hub	<ul style="list-style-type: none"> <li>Provide redeployment support for those who are at risk of redundancy due to a fixed term contract or fixed funding, excluding group one redeployees who will be supported by the HR Partnering Team.</li> <li>Add and remove redeployees from Redeployment Register as and when they are under consultation including categorising them into appropriate groups.</li> </ul>
HR Partnering Team	<ul style="list-style-type: none"> <li>Procure that HR operational support is provided (through (a) designated <a href="#">HR Representative(s)</a>) to group one redeployees and those at risk of redundancy due to change management, and any other staff who may be offered redeployment.</li> </ul>

# IMPERIAL

	<ul style="list-style-type: none"><li>○ The Redeployment Manager provides support to the HR Partnering Team with managing the redeployment process.</li></ul>
HR Recruitment Team	<ul style="list-style-type: none"><li>○ Inform and advise the recruiting managers of their role in the redeployment process.</li><li>○ Check applicants against Redeployment Register and categorise on shortlisting e-mail.</li><li>○ Upon request, inform the HR Partnering Team of upcoming and live roles.</li></ul>

## 12. Appendix B Redeployment Form

Human Resources

### Redeployment Form

Please complete and return to your HR Representative. This form will be used to advise you of any possible job matches available internally. It is also recommended that you check Imperial's Employment Opportunities website (<http://www3.imperial.ac.uk/employment>) and <http://www.jobs.ac.uk/> on a regular basis. Where requested, please also provide a copy of your CV.

#### 1. Personal Details

Surname	_____	First Name(s)	_____
Job Title	_____	Grade	_____
Faculty/Department	_____	Contact Number	_____
Email Address	_____	CID Number	_____
Do You Require A Work Permit In The UK?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

#### 2. Pattern of Working

Work Location	_____	Full-time/Part-time	_____
If part-time – which days?	_____		
Would you consider a variation of hours?	No <input type="checkbox"/>	Yes <input type="checkbox"/>	If yes – specify days/hours _____

### 3. Education/Training

GCSE/O' Level /NVQ/Other Equivalent

A' Level/Other Equivalent

Degree/ PhD

Professional Qualifications

Member of Professional Body

### 4. Relevant Skills/Experience/Knowledge

Briefly outline the above

### 5. Suitable Alternative Employment

Please state what type of position you would consider redeployment in, providing job titles where possible.

Please state your Redeployment Group (if known)

**13. Appendix C Essential Criteria Form**  
**– for completion by Group One Redeployees**

Before completing this form, please read through the enclosed job description. Outline below how you meet the requirements that are essential for the role (marked as ‘E’ on the person specification). If you do not meet all the essential requirements but may do so with reasonable training, you should still complete the form.

Please ensure that you do not provide any information that may identify any protected characteristics (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity) you have or may be perceived to have.

**1) Personal Details**

<b>Name</b>	
<b>CID number</b>	
<b>Job Title, Department</b>	

**2) How you meet the Essential Criteria**