

# Redeployment guidelines: Selection for retention

## Table of contents

<b>Introduction</b>	2
<b>Key principles of the redeployment process</b>	2
<b>Closed selection pools</b>	3
The process:	3
Eligibility:	3
Priority:	3
<b>Open vacancies</b>	4
The process:	4
Eligibility:	4
Priority:	4
<b>Skills matching</b>	4
The process:	5
Eligibility:	5
Key principles of skills matching	5
<b>Selection for retention and pooling</b>	5
<b>Interview stage</b>	6
<b>EARCU – Priority Access Portal</b>	6
Redeployee Application Form	6
Submission of applications and outcome	7
<b>Offer</b>	7
Principles of redeployment offers:	7
<b>Trial period</b>	7
<b>Redeployees from second iteration of Consultation:</b>	8
<b>Timelines:</b>	8
<b>Queries</b>	9
Redeployment Form Workshops	9

Wellbeing Support .....	9
Appendix: Redeployment and Selection For Retention Process Information .....	10

## Introduction

“Redeployment” can be broadly defined as the process of a member of staff at risk of redundancy transferring to a role which may be different to their current post. Amnesty International has a legal obligation to look for Suitable Alternative Employment (SAE) for staff “at risk” of redundancy and a duty to mitigate against redundancy wherever possible.

At the end of the consultation process and when their notice of redundancy is received (3 months), impacted staff members must seek suitable alternative employment. From the moment consultations end and notice of redundancy is given, affected individuals will be considered a redeployee. The organisation will make roles available to that individual with the aim of redeploying them into suitable alternative employment.

The purpose of this document is to provide further guidance on the redeployment process following the final consultation decisions in September 2019. For clarity this guidance is partially created with information taken from the 2015 Redundancy policy, available on Nolwazi.

To provide a fair and reasonable redeployment process during this Consultation, ‘Selection for Retention’ will be applied to all redeployee applications. This will involve all redeployees completing the redeployment form via our applicant tracking system, eArcu.

The redeployment window will be open after the final consultation decisions are officially announced on **Monday 9th September 2019**. All redeployment applications must be submitted using the Redeployment Form on eArcu by close of business on Friday 13<sup>th</sup> September, however eArcu will accept applications until 23:59 UK BST on **Sunday 15th September 2019**.

## Key principles of the redeployment process

- All Fixed Term Contract (FTC) employees with two years of continuous service, will be treated the same as permanent employees. *For more guidance on fixed term contracts please refer to the appendix of this document.*
- Acting Up/Substantive roles: generally, it will be the substantive role that is considered when reviewing the impact of roles being disestablished or substantially changed. *For more guidance on substantive roles and acting ups, please refer to the appendix of this document.*
- Maternity Leave: Under UK legislation, employees on maternity leave have special protection in respect of redeployment. If an employee is on statutory maternity leave at the moment notice of redundancy is issued, they have priority for any offers of suitable alternative employment or redeployment. *For more guidance on maternity leave please refer to the appendix of this document.*

There are three methods a redeployee can be selected/apply for suitable alternative employment:

- Closed selection pools
- Open vacancies
- Skills-matching

## Closed selection pools

If there are more employees at risk of redundancy than there are available posts in the new structure, a closed selection pool will be created. The selection process is to determine who will continue in their role and who will be issued with a notice of redundancy.

A closed selection pool can be defined as:

- Closed pools are available to all “at risk” employees where there is a reduction in the number of the posts operating/delivering specific services in the IS
- Roles that are at the same grade, hours, location (unless the role is specified as being able to be delivered in a flexible location) and more than 70% similar to the previous roles.
- For clarity, all staff affected by consultation regardless of their length of service that are in a closed pool, will be considered as part of a closed pool.

The process:

- In their redeployment form, closed pool applicants are expected to list their closed pool role as their 1<sup>st</sup> priority and then list the other open roles they are interested in in order of priority
- Closed pool opportunities will be ringfenced to the impacted people in the directly affected posts and employees will be requested to complete the redeployment form so that a paper-based assessment can be carried out.
- Upon receiving the selection form, the selection for retention will be made based on the information outlined in the form and against the role requirements outlined in the job description for the remaining posts.
- Those selected for retention will be confirmed and those who are not will have the opportunity to be considered for other redeployment opportunities that become available during their notice period.
- The selection for retention process will take place with all employees in the closed pool and employees who are not selected will retain their right to a redundancy payment (unless suitable alternative is found during their notice period)

Eligibility:

- Redeployees in closed pools can simultaneously apply to other suitable alternative posts in ‘open’ pools which may become available during their 3-month notice period.
- Redeployees in this situation will need to place other post preferences in order of priority. They will only go through the selection process for other roles in the event they are not selected in the closed pool.

Priority:

- All closed pool redeployment applications will be considered and progressed in the following order of priority:
  - Closed pool redeployees on maternity
  - Closed pool redeployees

P&OD make a commitment to consider all closed-pool applications in the first stage of the redeployment process to ensure closed redeployees can still be considered for any open vacancies they post preference for.

## Open vacancies

All other redeployment opportunities that are made available are considered open vacancies.

An open selection pool can be defined as:

- Open selection pools are available to all redeployees including those in closed pools.

The process:

- The open vacancies will be live for applications from **Monday 9<sup>th</sup> September**, all redeployees are able to make an application for open roles.
- Upon receiving the selection form, the selection for retention will be made based on the information outlined in the form and against the role requirements outlined in the job description for the remaining posts.
- Those selected for retention will be confirmed and those who are not will have the opportunity to be considered for other redeployment opportunities that become available during their notice period.

Eligibility:

- Redeployees in open pools can simultaneously apply to other suitable alternative posts in all other 'open' pools which may be available during the 3-month notice period.
- Redeployees must confirm their order of preference for each role in the redeployment form.
- Redeployees in open pools are unable to apply for opportunities ringfenced to closed pools.
- All redeployees will be eligible to apply for roles at one grade higher than their substantive job role however there may be other staff members with higher priority.

Priority:

- All redeployment applications will be considered and progressed in the following order of priority:
  - Redeployees on maternity
  - Redeployees at the same grade as the role to which they have applied.
  - All other redeployees.

## Skills matching

The final method a redeployee can be selected for suitable alternative employment is where a redeployee is skills-matched to a suitable alternative role. It is the commitment of Amnesty International to maintain employment and mitigate against redundancies where possible.

Skills-Matching can be defined as:

- Skills matching is the process whereby Amnesty International Ltd. reviews a prospective redeployee's skills, experience and knowledge against the needs of vacancies which could serve as suitable alternative employment.
- A suitable alternative employment is defined as when there is a broad match of knowledge and experience of the redeployee and the requirements of the role. Other factors taken into account are the substantive grade of the redeployee, the location of the new role and the contractual hours of the post.

#### The process:

- The open vacancies will be live for applications from **Monday 9<sup>th</sup> September**
- After a redeployee completes their redeployment form, if the organisation believes that there is a suitable alternative role that they have not made a post preference for, they may be skills matched into the selection process for this post.

#### Eligibility:

- The skills-matching process is separate to closed selection pools and open vacancies and will generally be applied where a post has been identified by the organisation as being a suitable alternative role.

#### Key principles of skills matching

- Redeployees who have been identified for skills-matching into a selection process will be advised of this outcome by the hiring manager and/or P&OD.
- Should they be successfully appointed into the position, they will be advised the outcome by the hiring manager and will have 10 working days to accept the role or present arguments as to why the post is not suitable alternative employment. If their arguments are not agreed and they decide not to accept the position, their refusal will be treated as a resignation and they will no longer be entitled to redundancy.
- Should the redeployee accept the new position, they will automatically have a trial period of 3 months. In this circumstance, redeployees may still have an option to take redundancy should there be an agreement (between the person and the hiring manager) at the end of the trial period that the post is not suitable within the terms of the policy, or if there are other reasonable grounds.

### Selection for retention and pooling

Once the redeployment window has closed, a paper-based selection exercise will be conducted by a panel including People and Organisational Development, and the relevant managers. P&OD make the commitment to review closed pool applications first, to ensure they can then be fairly considered for any open vacancies should they be unsuccessful in their closed pool.

Objective selection criteria will be used when determining which employees are to be selected for retention and these criteria will be applied reasonably, and consistently. The purpose of having objective criteria is to ensure that employees are not unfairly selected for redundancy. Amnesty International Ltd. selection for retention criteria include:

- Qualifications, skills, experience and knowledge;
- Performance indicators/measures which are evidence based (e.g. bilateral meetings notes which could be produced in the event of an appeal/grievance);
- Attendance or disciplinary records (must be up to date). Absences relating to a disability (as defined and protected by prevailing Disability legislation), or pregnancy related absence must be discounted

All employees at risk of redundancy are required to complete a redeployment form to demonstrate their suitability for the opportunity they wish to apply for via a clear, consistent and meaningful method of application.

## Interview stage

If a final decision cannot be made by the panel members via the paper-based application an interview will be arranged with the appropriate applicants. These interviews will be conducted within the same guidelines as any recruitment (i.e. with a standard set of questions and scoring answers these answers 1-5).

- Any redeployees invited to interview will be where possible, provided with 3-5 working days' notice. Managers of those at risk are aware that flexibility should be provided for allowing time for interviews.
- Due to short time frames, interviews will only be rearranged under exceptional circumstances and within a reasonable timescale before the role is offered to another internal candidate or progresses to other eligible applicants for interview.

## EARCU – Priority Access Portal

eArcu is Amnesty International's internal recruitment system. All redeployees will submit applications by via the redeployment portal which is accessible either via Nolwazi or here:

<https://careers.amnesty.org/redeployment> .

You may be required to create an account if you have not made an internal application previously. If you already have an account but do not remember your password, please click on 'forgotten your password?' and follow instructions.

# PRIORITY ACCESS PORTAL

[Information for Redeployees](#) [Outplacement Support](#) [External Portal](#) [Internal Portal](#)

If you have any system issues, please contact [careers@amnesty.org](mailto:careers@amnesty.org). Please note the IT service desk do not have oversight on this system.

## Redeployee Application Form

Redeployees are required to submit only one application irrespective of how many roles they show interest to. Therefore, responses should not be specific to one role and instead should display the full breadth of the employee's skills, knowledge, experience etc.

Please outline what you consider to be your key skills and strengths in the context of future roles you may be interested in. \*

After completing the relevant sections, the redeployee will be required to order the roles depending on preference, with 1 being first preference.

Please list in order of priority any role preferences you may have. \*

The form is available as a word document for 'at risk' employees to prepare their application prior to the redeployment window opening on Monday 9<sup>th</sup> September.

## Submission of applications and outcome

- Once an application has been submitted, the candidate will receive an automated response confirming receipt of the application.

Redeployees who are unsuccessful will receive confirmation, with either a rationale for the outcome of their application or information on if there were any higher priority redeployee application. They would then continue to work in their existing role and seek alternative redeployment until the end of their 3-month notice period.

## Offer

Where alternative employment is offered, P&OD will write to the employee confirming the terms and conditions of the offer. The process of your offer is dependent on if your application was secured via closed pool, open vacancy or skills-matching. These are:

- **Closed Pool** – The employee will not have an offer or trial period and will move into this position effective immediately.
- **Open Vacancy** - The employee will have two weeks (10 working days) to consider the offer, based on a three-month trial period. Once the employee has accepted the terms, arrangements will be made between the current and future line managers for the new start date.
- **Skills-Matching** - The employee will have two weeks (10 working days) to consider the offer or present arguments as to why it is not suitable alternative employment. A three-month trial period will be included as part of contract.

### Principles of redeployment offers:

- If the post is of a higher grade than their current role, the redeployee will be offered the minimum on the scale of the new post or the next step from their current salary, (whichever is higher).
- If the post is of a lower grade, the redeployee will remain on their existing salary until the new pay scales is the same as their existing salary.

## Trial period

As above, if a redeployee is selected for a role in an open and a role that they have been skills-match into, they will automatically have a trial period of 3 months and will have the option to take redundancy if at the end of the trial period the employment is terminated as a result of one of the following:

- Mutually agreed that the post is not suitable for the employee
- The post is not suitable within the terms of the policy

- There are other reasonable grounds for the employee to decline the post.

Reasonable training and criteria for assessment of the trial period will be clearly set out and agreed between the line manager and redeployed employees before the trial period. The SMART Trial Period Template will be used to set objectives for the trial period. The manager will arrange a review meeting with the employee every month and towards the end of the trial period, they will discuss whether the new job is in fact suitable.

The trial period will commence as soon as the employee starts their new role. Trial periods can be extended only by the line manager's discretion.

## Redeployees from second iteration of Consultation:

As further staff members have been placed 'at risk' following the second iteration of the consultation on 6 August 2019, a further round of redeployment will take place in October 2019, depending on final change decisions announced for those additional roles. We can confirm:

- Any staff member who has been placed at risk from the 2<sup>nd</sup> iteration is able to apply for redeployment opportunities in September 2019.

## Timelines:

Monday 9 <sup>th</sup> September 2019	<ul style="list-style-type: none"> <li>• Final change decisions announced.</li> <li>• Circulation of the final consultation decision document</li> <li>• Programme meeting.</li> <li>• Internal Communications (announce) Redeployment opportunities open to 'at risk' employees and all JDs made available.</li> </ul>
Friday 13 <sup>th</sup> September 2019	<ul style="list-style-type: none"> <li>• All redeployment forms to be completed on eArcu and received.</li> <li>• eArcu will close at 23:59 on Sunday 15<sup>th</sup> September 2019.</li> </ul>
Monday 16 <sup>th</sup> September 2019 – Friday 27 <sup>th</sup> September 2019	<ul style="list-style-type: none"> <li>• Managers (with POD support) will assess the redeployment forms for those people identified in a selection pool. A paper-based selection will be carried out and selection for retention/redundancy will be made based on the information outlined in the form and against the role requirements outlined in the job description for the remaining posts.</li> </ul>
From 30 <sup>th</sup> September 2019	<ul style="list-style-type: none"> <li>• Vacancies should be monitored on redeployment portal for new opportunities.</li> </ul>
From 2 <sup>nd</sup> October 2019	<ul style="list-style-type: none"> <li>• Second round of redeployment for those 'at risk' following the second iteration of the consultation</li> </ul>

---

## Queries

For queries in relation to eArcu, including creating accounts, password issues, please email [internationalrecruitmentteam@amnesty.org](mailto:internationalrecruitmentteam@amnesty.org)

For any other queries in relation to redeployment, please email [hrphelp@amnesty.org](mailto:hrphelp@amnesty.org)

### Redeployment Form Workshops

The International Recruitment Team will be holding workshops to support redeployees with advice and guidance for completing the redeployment form. Further information of dates/times will be available on Totara shortly.

### Wellbeing Support

For those at risk of redundancy, this is a highly stressful time. If you are feeling distressed or emotional and would like to speak to someone impartial and in confidence, 1:1 counselling sessions with a trained counsellor are available. These can be offered in up to nine languages and can be face-to-face or virtual.

The CiC 24/7 support line also offers an independent, free and confidential telephone advice service, with global coverage providing support to all the countries where the IS has presence. The quickest way to access the service is to email [amnestysupport@ciceap.co.uk](mailto:amnestysupport@ciceap.co.uk) and request a confidential call back (in your preferred language)

## Appendix: Redeployment and Selection For Retention Process Information

- **Maternity Leave:**

As with other people who are absent from work for any reason, a member of staff on maternity leave must be fully informed and consulted throughout any consultation and subsequent selection process.

Employees who are on, or who have recently returned from, maternity leave can be made redundant. However, it is unlawful to select an employee for redundancy because they took or sought to take maternity leave, or because she failed to return to maternity leave as planned.

Under UK legislation, employees on maternity leave have special protection in respect of redeployment. If an employee is on statutory maternity leave at the moment notice of redundancy is issued, they have priority for any offers of suitable alternative employment or redeployment. The employee should be offered the alternative employment before other employees, even if there are other more suitable employees for the role. The employee will not be required to attend any interview or selection procedures, although they may be required to complete the redeployment form

- **Fixed Term Contracts:**

Employees on FTC's impacted by the proposed restructures, named roles within the consultation, that are due to expire during the consultation period will have their contracts extended, with their agreement, up to the end of the consultation period at a minimum. Employees on FTC with 2 years' service or more will be eligible to receive redundancy payments and redeployment opportunities regardless of their status. If a contract extension takes the individual over 2 years' service, they will receive outplacement support and redundancy payment.

- **Acting Up**

It is generally the substantive role that is taken into account when considering the impact of roles being disestablished or substantially changed. However, if the staff member has been acting up in a higher role for over 12 months, there may be consideration as to which pool is the most appropriate for inclusion.

**Key principles of Acting Ups during Redeployment:**

- If the acting up role is placed at risk and the substantive role remains, the person is not at risk as their substantive post is not at risk.
- If both the acting up and the substantive post is placed at risk the person will be managed in accordance with their substantive post and therefore if there is a pool for this post they would be included in this pool. They will not be included in the pool of the acting up post.
- If both the substantive post and acting up post are placed at risk and there is a selection pool created for either post, there may be consideration as to which pool is the most appropriate for inclusion.