

JOBS MATCH & REDEPLOYMENT POLICY

1 Principles

- 1.1 We're committed to creating a fairer and more equal borough, and to engaging our people as we transform ourselves to better serve our residents. By placing residents and communities at the centre of our decision-making, we aim to achieve the best equality outcomes for Hounslow.
- 1.2 We want to Do New and Be a Rock for colleagues; to create, as far as we can, employment stability and will therefore actively seek to retain and develop the valued skills and knowledge of our people.

2 Scope

- 2.1 This Policy applies to all employees of the Council, except those appointed by the Governing Bodies of schools, for whom procedures adopted by the Governing Bodies will apply.
- 2.2 For the purpose of this policy, employees are as defined in section 230 of the Employment Rights Act 1996 <http://www.opsi.gov.uk/acts/acts1996/96018-ah.htm#230> or any substituting or amending legislation.

3 Purpose

- 3.1 This Jobs Match & Redeployment policy supports the Transformation through Engagement Policy. Through our Jobs Match Service, we aim to drive meaningful and positive change within our organisation by matching, and redeploying, the collective creativity, talent and potential of colleagues.
- 3.2 It's a fair and transparent approach to explore opportunities for our people across the whole Council and, in some cases, our partner organisations. When we take responsibility together, we can better support you to participate actively in this process; with you sharing your ideas and experience, and providing feedback, you can help us secure the best outcome for you. We then pair your goals, skills, experience, and your demonstrable ability to live our values with the right opportunities for you, all within a flexible working environment.

4 People Centred

- 4.1 In the context of change, and new service and team design, we want to harness the mix of talent we have and create flexible pathways for people to move into new roles, and potentially transition careers.
- 4.2 To achieve this, we will take a person-centred approach and look beyond comparing current and new role profiles, and beyond looking for exact job matches. This approach is holistic – with you, we capture your career experience, achievements, qualifications, training and development,

values and aspirations and look for development opportunities for you as a whole person.

5 Redundancy and the right to be offered a suitable alternative vacancy

- 5.1 If you are pregnant, on maternity/adoption leave or have taken a period of shared parental leave that is a period of 6 weeks or longer, you will be afforded certain protections under redundancy law. [Read more about those protections.](#)

6 Colleagues with a disability

- 6.1 Where colleagues have a disability, they are asked to volunteer sufficient information to People Business Partnering Service (PBPS) about the nature of their disability and how it affects their ability to carry out tasks. This information should support the detail provided in the employee skills profile. PBPS will, in conjunction with the employee, discuss and consider whether reasonable adjustments may be appropriate. This may involve seeking specialist advice.

7 Jobs Match Service

- 7.1 The Job Match Service sits within People Business Partnering Services (PBPS) in People, Equalities & OD. This Service will lead on all assimilation, job matching and redeployment processes.
- 7.2 Assimilation is the process for determining selection decisions within a ring-fenced exercise conducted as part of a Transformation through Engagement restructure.
- 7.3 Job matching describes the activity for matching colleagues registered with the service to suitable redeployment opportunities, both within their directorate and across the organisation.
- 7.4 As well as seeking to find suitable alternative roles for those at risk of redundancy, the Jobs Match service will also enable other redeployment opportunities to be explored. For example, where colleagues are unable to continue in their role for health reasons, or because they have become disabled, and as they approach the end of their fixed-term or training contract.

8 Assimilation

- 8.1 During restructures and when consultation closes, an assimilation process is conducted, and a panel looks at the status of posts by comparing existing roles with proposed roles in the new structure. This consideration will also focus on the transformation needs of the Service and will therefore take into account the roles/levels that individuals are operating at.
- 8.2 The assimilation activities are conducted by the Jobs Match team in collaboration with the Staff Side Secretary who will act for all ring-fenced staff

whose posts are under consideration in a new structure, regardless of trade union membership.

- 8.3 This will reflect the new requirements for the service, set out in the consultation document and include consideration of how posts are to be ring-fenced. The ring-fence will usually be limited to employees whose current grade is within 2 grades of the new post.
- 8.4 If you are on a fixed term contract and/or part time contract, you have the right not to be treated less favourably than comparable, full-time permanent employees. Managers should seek advice from PBPS about individual contractual rights of staff where this is unclear.
- 8.5 If you are on secondment or Acting Up, your individual circumstances and the needs of the Service will be considered as part of the assimilation process.
- 8.6 You would not normally be assimilated into higher graded posts, although this may be appropriate following a consideration of the duties and the new position.
- 8.7 Where an assimilation “matches” more than one employee to a post, then a competitive selection process will follow. The selection will be restricted to those “matched”.

9 How will the Jobs Match Service work

- 9.1 To ensure we have good oversight of all recruitment activity and can make the best decisions around resourcing needs, all authority to recruit (ATR) requests, when agreed are sent to People Support and will be channeled into the Jobs Match service.
- 9.2 The PBPS will communicate with hiring managers to advise that ATR has been received and that the opportunity is being considered by the Jobs Match service. The People Team will capture a deeper vacancy profile from the hiring manager to understand the nature of the role, with a focus not only on skills and experience, but equally on individual values and behaviours.
- 9.3 The PBPS will refer people to the service when their roles may be impacted by organisational change. This will typically be due to one of our transformation programmes.
- 9.4 All employees registered with the Jobs Match service will be asked to complete a skills passport. The completed passport and current job description will assist in the early matching process. Your People Business Partner will be available to support in completing the Skills Passport to ensure the fullest picture of skills, values and interests.
- 9.5 When vacant roles are made available through the Jobs Match service, these opportunities in the first instance will only be available to those who are registered with the service. The service will be individualised, and

colleagues will be matched to available roles for further consideration – all suitable jobs will be explored.

10 Matching Exercise

10.1 Initial matching decisions will be based on:

- Employee's skill passport
- Vacancy Profile
- Current job description
- Existing key terms and conditions such as grade and salary
- Potential to learn and develop skills and knowledge.

10.2 Redeployment will usually involve seeking a match of jobs at similar grades, although the determining factor will be whether the post represents a suitable alternative.

10.3 Redeployment into a higher graded post does not normally apply as staff should seek a higher graded post through promotion. Occasionally, however there may be a direct skills match with an opportunity for redeployment to a post which is a grade higher.

11 Process

11.1 The PBPS will look at roles that have been approved, discuss with colleagues registered to Jobs Match and managers with vacancies and seek to move to job offers.

11.2 We recognise hiring managers will be keen to advertise but equally we need to allow enough time for meaningful matching, and we therefore aim to hold a vacancy for up to 7 days.

11.3 The Jobs Match team will speak with hiring managers to advise of ATR and capture a vacancy profile to use for matching and in turn discuss with colleagues looking for a new role.

11.4 The Jobs Match team, including a Trade Union Representative, will together, look at competencies, skills, knowledge and goals and through discussion with individuals seek agreement if a role is a suitable alternative and should be pursued.

11.5 The hiring manager will be notified immediately when we find a match and a **redeployment discussion** will be set up. Colleagues who unreasonably refuse to consider a post, deemed to be a suitable match, may jeopardise any future severance payment.

12 Redeployment discussion

12.1 The redeployment meeting will be held quickly when a match is identified, and the skills passport will be shared with the recruiting manager. The discussion will involve the employee the recruiting manager and a PBPS colleague.

- 12.2 The meeting is an opportunity to talk about the match and further consideration of suitability and to discuss whether any training would be appropriate within the one-month trial period.
- 12.3 Where more than one employee is a suitable match, a competitive selection process will be necessary and done in line with our usual approach to recruitment.
- 12.4 Where the outcome of the redeployment meeting is that the post is suitable the role will be offered, including a trial period. If the post is not deemed to be suitable efforts will continue to be made to match against other/future vacancies.

13 Trial period

- 13.1 All employees who are successfully matched against a redeployment opportunity will be offered a trial period and this is a statutory requirement. This will be for one month and is an automatic part of moving into a post that's a suitable alternative to redundancy. The purpose of the trial period is for both the employee and the recruiting manager to confirm the individual's suitability for the post.
- 13.2 The recruiting manager will schedule regular/weekly check in conversations during the trial period. These will be documented on Clear Review and are an opportunity for both the manager and the redeployee to consider performance and development needs.

14 Pay Preservation

- 14.1 An employee who is permanently redeployed into a new job, will be issued with a new contract of employment.
- 14.2 An employee who is redeployed to a post, which is a maximum of two grades lower, will have their pay preserved on the following basis:
- their contractual salary will be frozen at current levels and preserved for one year.
 - any other non-contractual elements of pay (e.g. overtime, allowances) will not be preserved.
 - At the end of the year, pay preservation will cease. The employee will revert to the contractual terms and conditions (including pay) of the post into which they were redeployed.
- 14.3 Where an employee is redeployed into, or engages in a trial period for, a post in a different department, the department they are leaving is responsible for meeting any pay preservation costs which arise.
- 14.4 An employee who accepts redeployment into a post which is more than two grades lower than their existing post is not entitled to have their pay preserved.