

Re-deployment

1. Introduction

The Forestry Commission (FC) will take all practical and reasonable steps to re-deploy employees 'at risk' of redundancy by identifying suitable alternative employment. This procedure sets out the steps to be taken to make sure that re-deployment is carried out fairly and consistently.

2. Declaring Staff 'At Risk'

Re-deployment within the FC will only take place if the redundancy policy and procedure has been followed and an employee is placed at risk of redundancy.

Further details can be found in the [HR Policy & HR Procedure - Redundancy](#).

3. Re-deployment database

If an employee is placed at risk of redundancy their details will be held on the FC's re-deployment database and matched against the person specifications for approved vacancies. The following information will be held:

- Substantive pay band.
- Skills, experience and competencies.
- Any personal circumstances, for example caring responsibilities, that could influence re-deployment.

4. Types of re-deployment match

There are three types of re-deployment match.

4.1 Full match

There is a full match if an employee:

- is currently at the same substantive grade as the vacant post;
- is currently carrying out the same type of role as the vacant post;
- already has the qualifications required for the vacant post;
- has competencies that fully match those of the vacant post; and
- has the essential and desirable skills required for the vacant post.

This would be suitable alternative employment and an employee is expected to be effective in this role very quickly/straight away.

4.2 Partial match

If there are no full matches in the re-deployment database then partial matches will be considered. There is a partial match if the employee:

- is currently at the same substantive grade as the vacant post;
- is currently carrying out a similar type of role to the vacant post;
- has most of the competencies of the vacant post; and
- has any essential qualifications or skills (i.e. driving licence) required for the vacant post.

This would be suitable alternative employment and training will be agreed as part of the matching process so that the employee can be effective within approximately 3 months.

4.3 Potential match

If there are no full or partial matches on the database then the recruiting manager has the option to consider employees who have the potential to fill the vacancy. There is a potential match if the employee:

- is currently at the same or a higher substantive grade as the vacant post;
- is currently in a different type of role to the vacant post;
- has some of the competencies of the vacant post; and
- has any essential qualifications or skills (i.e. driving licence) required for the vacant post.

An employee will not be posted into a vacancy if they are a potential match but will be asked if they would like to be considered for the role.

If there are potential matches for a vacancy the recruiting manager could still choose to progress with the recruitment process and consider employees 'at risk' alongside other candidates.

4.3.1 Lateral transfer/downgrading

If an employee is a potential match for a vacancy they may request, or be offered, lateral transfer to a different discipline/type of job in the same pay band or downgrading (moving to a lower pay band) as an alternative to redundancy.

Downgrading is a move to the pay band immediately below an individual's current pay band. However, in exceptional circumstances, the FC may be willing to consider requests

to downgrade beyond one pay band. In such circumstances, any decision will be made after discussions between the relevant Cost Centre Manager and the dedicated HR lead have taken place.

Trial period

If a post is available and it is agreed that an individual will be laterally transferred to a different discipline/type of job or downgraded, then a reasonable trial period will be agreed at the outset. The purpose of the trial period is to enable both the individual and management to decide whether the alternative employment is suitable without the individual losing their right to be treated as redundant, and any redundancy compensation, if it proves not to be.

Before the trial period commences, the line manager will meet with the individual to discuss any training or support required to enable them undertake the full remit of the post.

During the trial period, there will be ongoing discussions between the individual and their line manager to determine the suitability of the post and identify any further training or support required by the individual to perform effectively in the post.

A trial period will be for at least four weeks and will **not** exceed three months.

Mark-time

If it is agreed to downgrade an individual to the pay band immediately below their current pay band and their salary is currently above the maximum of the new pay band, they will retain their existing salary for a period of 3 years on a mark-time basis. At the end of that period the individual's salary will change to the maximum of the new pay band. There will be no entitlement for an individual to retain their existing salary on a mark-time basis if they downgrade beyond one pay band and their salary will immediately change to the maximum of the new pay band.

Pensions

When staff who are members of the Classic Pension scheme downgrade they will be entitled to receive a pension on retirement calculated according to whichever of the following provides the more favourable total pension:

- An award calculated in the normal way based on total reckonable service; or
- Two separate awards in respect of reckonable service before and after the change of pay band.

These options are not open to members of the Classic Plus, Premium, Nuvos, or Alpha pension schemes. Individuals on these schemes should contact the Pensions Team to find out how downgrading may affect their future Civil Service Pension.

5. Matching Process

A fair and consistent matching process will be used to identify suitable alternative employment for employees 'at risk'. If there is a full match (see section 4.1) or partial match (see section 4.2) this would be suitable alternative employment and the vacancy will be filled by the relevant HR Team contacting the recruiting manager to:

- advise that suitable employee(s) have been found;
- provide anonymous skills, experience and competency information so they can confirm the match; and
- find out if they would like an informal meeting/telephone call with the employee to discuss the role in more detail.

If there are no full or partial matches on the database the recruiting manager will then have the option to consider employees who are a potential match (see section 4.3) and have expressed an interest in the role.

5.1 Multiple matches

If there are a number of matches for a vacancy the recruiting manager will contact each employee to discuss their skills, experience and competencies in order to find the most suitable match. The recruiting manager may also choose to meet with them.

All decisions will be recorded and employees can request feedback from their dedicated HR Team if they are not the final match for a vacancy.

5.2 Maternity/adoption and shared parental leave

If an employee on maternity/adoption/shared parental leave is a full or partial match for a vacancy they will be given the role ahead of anyone else on the database. These employees have a statutory entitlement to be given priority for suitable alternative employment.

5.3 Leave

If an employee is placed at risk of redundancy whilst on special leave, for example Reservists, or on long term sick leave, they will be treated the same as other employees 'at risk' when being considered for a vacancy, and will be kept informed and included in all actions throughout the redeployment process.

5.4 Support available

Employees placed 'at risk' of redundancy will be given:

- Assistance with completing application forms.
- Reasonable time allocated for interview preparation and training.
- Reasonable paid time off to attend interviews.
- Appropriate learning and development opportunities in order to acquire new skills.

Reasonable adjustments will be made, as required, for employees who are covered by the Equality Act.

For more information, please contact your Dedicated HR Team.

6. Mobility

In identifying suitable alternative employment for employees 'at risk', their contractual mobility obligation will be considered and their individual circumstances will be taken into account when determining the reasonableness of applying the mobility clause.

7. Refusing a re-deployment match

Full and partial matches are considered suitable alternative employment. If a suitable post is identified for an employee, they will no longer be considered 'at risk' or entitled to a redundancy compensation payment.

If an employee refuses an offer of a full or partial match, their employment will be terminated in accordance with the agreed end date of their redundant post but no redundancy compensation will be paid.

7.1 Refusing a potential match

If an employee is a potential match for a vacancy they will be asked if they would like to be considered for the role. However, they can refuse without any impact on their

entitlement to redundancy compensation payments and suitable alternative employment will continue to be sought for them up until their last day.

8. Flowchart: re-deployment process

