



UNIVERSITY OF
CAMBRIDGE

Redeployment Framework



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1. Statement of Intent

- 1.1 This framework describes how eligible employees will be supported by the University to seek suitable redeployment opportunities as priority candidates.
- 1.2 The purpose of this framework is to enable the University to retain valuable talent and expertise; reduce the time involved in recruiting and on-boarding new staff; help mitigate against redundancies and associated payments; and help foster a more supportive and collaborative culture.
- 1.3 This framework should be read in conjunction with:
 - the associated Guidance document;
 - the Statutes and Ordinances (Statute C, Schedule) where University officers are concerned; and
 - where relevant, the policies listed in Section 10 below.

2. Eligibility

- 2.1 A priority candidate under this framework is an employee of the University:
 - 2.1.1 whose post is at risk of redundancy (whether by reason of organisational change; the expiry of a fixed-term contract or funding for an open-ended contract with limited funding within the next 20 weeks; or otherwise) and who has two or more years' continuous service with the University;
 - 2.1.2 who, by reason of disability and/or other medical reason, is no longer able to continue (or is otherwise at a substantial disadvantage) in their current role, despite the consideration of reasonable adjustments to that role, and for whom redeployment has been recommended under the [Sickness Absence Policy](#), [Capability Policy](#) and/or [Disability and Employment Policy](#) or by the Occupational Health Service. The recommendation to redeploy must be as a step to reduce that disadvantage, in consultation with the University's Occupational Health Service; or
 - 2.1.3 for whom redeployment has been recommended as a result of the outcome of a formal procedure, for instance disciplinary or grievance, notwithstanding any other resolution mechanisms available. For the avoidance of doubt, this applies to complainants or victims in those cases only, to apply where it is in their best interests to be redeployed and with their prior agreement.
- 2.2 For the avoidance of doubt, the priority candidate framework will not apply:
 - 2.2.1 where employees are simply seeking a change in position or career, unless the circumstances under section 2.1 apply.
 - 2.2.2 as an alternative to effective performance management.
 - 2.2.3 as a means of seeking a promotion.

- 2.2.4 to the ending of secondments, however it may apply where the substantive role of an employee on secondment is affected by the circumstances under 2.1 above.
- 2.3 For priority candidates who hold honorary clinical contracts, the redeployment process will, to the extent needed, be managed jointly by the University and the relevant NHS Trust.
- 2.4 Employees on Medical Research Council terms who are redeployed under this Framework should be aware that the alternative post will be on University's standard terms and conditions of employment (i.e. they will no longer be engaged on Medical Research Council terms after redeployment).

3. Principles

- 3.1 The University will be guided by the following key principles in its approach to the redeployment of priority candidates:
 - 3.1.1 Redeployment should be managed in a fair, transparent and consistent way.
 - 3.1.2 As part of a reasonable redundancy process, staff at risk of redundancy should be considered for redeployment to suitable alternative posts where available, and to a trial period of 4 weeks in that post.
 - 3.1.3 Whilst the University cannot guarantee redeployment in every case (for instance, a suitable vacancy may not be available), it is committed to providing support and redeployment assistance under the terms of this framework.
 - 3.1.4 A redeployment opportunity under this framework will be a vacancy at the same or lower grade.
 - 3.1.5 Priority candidates and managers are required to fully cooperate in the redeployment process in accordance with the provisions of this framework. (see Roles & Responsibilities Section 9)
 - 3.1.6 Communication should be open and transparent throughout; there should be meaningful consultation with priority candidates, and their representatives, where applicable.
 - 3.1.7 The University will adhere to its legal obligations regarding redeployment and, for instance, will prioritise specific categories of employees over others for redeployment opportunities, where this is required by law. Further detail can be found at section 4.22.
 - 3.1.8 Due to immigration regulations, there may be restrictions on the extent that redeployment can be accommodated. The University will provide advice and support to departments on relevant procedural issues in line with current immigration regulations on a case-by-case basis.
 - 3.1.9 Under this Framework, the term recruiting manager refers to the manager within the department responsible for recruiting to the relevant post.

4.

Actions for Priority Candidates and Departments

- 4.1 Priority candidates should be advised to sign up to the University's vacancy alert system, which will send them alerts when a new vacancy is published.
- 4.2 Where a priority candidate is interested in a vacancy and believes that they meet the essential criteria for that post, they should apply in the usual way. They will be asked to confirm if they are a priority candidate and if they fall within section 4.22 below.
- 4.3 Where a recruiting department receives an application for a vacancy from a priority candidate who meets the essential criteria for the post, the recruiting manager must ensure that they shortlist the priority candidate for interview. All decisions should be evidence-based from the application and any prior knowledge of the priority candidate that is not included in the application, should not be used in the short-listing process. This is to ensure all candidates are treated fairly and consistently. It may not be possible for recruiting managers to assess each essential criterion at the shortlisting stage (for example there may be criteria which can only be assessed at interview). In such cases, they should ensure that priority candidates are shortlisted where they meet the essential criteria which can be assessed at that stage. They must also consider whether the candidate might meet the essential criteria with reasonable training.
- 4.4 Essential criteria outline the minimum knowledge, skills and experience to be considered for the post. For further detail on essential criteria, please see the [University's Recruitment Guidance](#). It is important to note that the requirement of a specific criterion to be essential cannot be changed once the position is advertised. Whether training is reasonable will depend on a number of factors: the nature and extent of the training required; the time needed to complete it before the priority candidate can perform the post to the required standard; and to what extent the training period will affect the delivery of any time-critical work. Training could include on-the-job mentoring, courses or formal qualifications.
- 4.5 Where the recruiting manager is unsure whether a priority candidate meets the essential criteria, they should seek advice from the relevant HR Business Partnering Team.
- 4.6 In order to enable objective decision making, the usual selection methods should be used to determine candidates' suitability for the post, i.e. interviews and also assessments where appropriate. For further guidance see the [University's Recruitment Guidance](#). Wherever possible, priority candidates should be interviewed prior to other candidates to enable them to demonstrate their suitability to departments ahead of others (although departments are not required to wait until they have interviewed a priority candidate before they can advertise the post). To ensure consistency and fairness, priority candidates must be measured against the same selection criteria and with the same selection methods intended for other candidates.
- 4.7 Where the recruiting manager is satisfied that, following the usual selection arrangements, the priority candidate has the capability, skills, knowledge and experience to perform the role (or could do so with reasonable training if necessary) to the required standard, they should be offered the post. However, see sections 4.18 for details of where the University reserves the right to select other candidates ahead of a priority candidate.

- 4.8 Where more than one priority candidate is appointable, measured against the requirements for the role, the recruiting manager is advised to take advice from the relevant HR Business Partnering Team as to whom they should give priority. For instance, certain categories of employees will be prioritised for redeployment where legally required (see section 4.22 below).
- 4.9 When deciding whether to appoint a priority candidate, the recruiting manager must document their assessment and reasons for their decision(s) in detail. Documentation should be retained in accordance with the [University's Recruitment Guidance](#).
- 4.10 Where a decision is taken not to appoint, the recruiting manager should speak to their relevant HR Business Partnering Team for advice to ensure that the decision can be substantiated and appropriate feedback can be provided (as per 4.14). Any decision that cannot be shown to be properly justified may expose the University to allegations that the resulting redundancy (or other termination of employment) is unlawful.
- 4.11 All offers of redeployment are conditional subject to the satisfactory completion of any required screening checks, in so far as they are required for the internal transfer. The screening checks should include a reference from the current line manager and any higher-level screening checks (such as DBS, basic disclosure or security checks) as determined by the new role. For further guidance, see the [University's Recruitment Guidance](#).
- 4.12 If a priority candidate holds a Tier 2 or Skilled Worker visa, prior to a job offer being made, advice must be sought from HR Services to determine if the new role can be defined by the same SOC Code as stated on the individual's existing Certificate of Sponsorship. Redeployment to a role within the same SOC Code will prompt reporting actions which must be facilitated within 10 working days. Where redeployment will be to a role which is not defined by the same SOC Code, the individual will be required to apply for a new Skilled Worker Visa and that must be granted before the new role can commence. HR Services can advise on applicable timescales for the latter scenario. All redeployment is subject to the priority candidate having the legal right to work in that role. If in doubt as to an individual's ability to be redeployed in the context of their right to work status, please contact HR Services for guidance.
- 4.13 Where a priority candidate wishes to maintain their current FTE and/or other flexible working arrangements, (including hybrid working), the recruiting manager (in consultation with the future line manager where different) should carefully consider that request, and is ultimately responsible for determining whether such arrangements can be accommodated.
- 4.14 Priority candidates who are unsuccessful in their application are entitled to receive feedback from the recruiting manager upon request.
- 4.15 Some posts at the University (for instance established posts) require selection by a Board of Electors, Selection Committee, Appointing Body or other panel (see University Selection Panel guidance under [Recruitment Guidance](#) for advice on where these are required). Where this is the case, the term recruiting manager refers to the relevant board, committee, body or panel.
- 4.16 The HR Division will routinely monitor the decision making under this policy to ensure it is applied consistently and fairly and will share high-level data on an annual basis with the trade unions.
- 4.17 The University reserves the right to permit employees affected by local restructures under the [Organisational Change Policy](#) to apply for vacancies which arise under

sections 3.3.6 (i)-(iv) of that policy, before these vacancies are made available to other employees, including priority candidates under this framework.

Exceptional Circumstances

- 4.18 Where research forms a significant part of a post and it is part of the essential criteria that the appointee is at the forefront of the relevant field, the University reserves the right to appoint the most suitable candidate, whether or not they are a priority candidate. This exception may also be applied to roles requiring teaching expertise at a level that is at the forefront of academic practice. Further, senior posts (Grade 11 +) may be filled by the candidate with the most relevant experience, in exceptional circumstances, where the post-holder's performance could have a significant impact on the success of the University, or a significant part of the University.
- 4.19 Notwithstanding these exceptional provisions, certain categories of employees will be prioritised for redeployment where legally required (see section 4.22 below).
- 4.20 For the avoidance of doubt, it is anticipated that the following roles will not usually require the appointee to be at the forefront of the relevant field:
- 4.20.1 the majority of research support roles; and
- 4.20.2 research posts which are neither leading nor critical to the relevant research project/work.
- 4.21 Where recruiting managers are intending to rely on the exceptions at 4.18, their reasons should be carefully documented. If they are unsure, they should refer to the relevant HR Business Partnering Team to ensure that the use of this exceptions route can be justified. Any decision that cannot be shown to be properly justified may expose the University to allegations that the resulting redundancy (or other termination of employment) is **unlawful**.

Family Leave

- 4.22 An employee who is pregnant or on maternity leave, adoption or shared parental leave who is at risk of redundancy is legally entitled to be offered a suitable alternative vacancy where one exists before it is offered to other employees (including those who are also at risk of redundancy). This includes roles covered by the exception at 4.18. For all types of leave covered in 4.23 to 4.26, the protected period applies even if the employee does not take their full statutory entitlement.
- 4.23 For employees who are pregnant or on maternity leave, this additional protection starts when notice of the pregnancy is given and lasts until 18 months after either:
- 4.23.1 the date of the child's birth, or
- 4.23.2 the expected week of birth if notice of birth is not provided.
- This includes where the employee suffers a miscarriage after 24 weeks of pregnancy.
- 4.24 Where an employee is pregnant but suffers a miscarriage before 24 weeks, this additional protection ends two weeks after the end of the pregnancy.
- 4.25 For employees who are on adoption leave, this additional protection starts at the beginning of adoption leave and lasts for 18 months from that date. In the case of

overseas adoptions, this protection starts from the date of entry into Great Britain and lasts for 18 months from that date.

- 4.26 For employees who are on shared parental leave, and who have not taken maternity or adoption leave, this additional protection lasts until either:
- 4.26.1 the end of the shared parental leave, where this is less than six weeks in duration, or
 - 4.26.2 18 months from the date of the child's birth, where this is more than six weeks duration.
- 4.27 The alternative role should in all cases be offered before the end of the original contract and begin the day immediately following the day on which their original contract comes to an end. The new post must be suitable in relation to the employee and appropriate for them in the circumstances and the new contractual provisions must not be substantially less favourable than those of the previous contract.

Disabilities and Reasonable Adjustments

- 4.28 Where the University is aware that an employee is disabled within the meaning of the Equality Act 2010, reasonable adjustments to the process and how the duties could be performed (if appropriate) will be considered. If the University is not aware, the employee should (if they wish to do so) raise it with their relevant HR Business Partnering Team.

Accepting or Declining Redeployment

- 4.29 For guidance on making offers of employment or rejecting unsuccessful candidates, recruiting managers should refer to the [University's Recruitment Guidance](#).
- 4.30 Where an offer is accepted, the Redeployee will be expected to withdraw from any other applications for University posts.
- 4.31 Should a priority candidate decline an offer of redeployment, they should notify the recruiting manager without delay, setting out reasons for their decision. They may continue to be treated as a priority candidate under this framework up to and including their last day of service or until they have accepted an alternative post with the University or entered into a voluntary severance arrangement, whichever is earlier.
- 4.32 For details on how declining an offer might affect any entitlement to a redundancy payment, see Section 6 below.

Complaints and Appeals

- 4.33 Priority candidates who feel that they are being treated unfairly under this framework should raise the matter with their line manager, recruiting manager or the relevant HR Team without delay in order that the matter can be addressed expediently. They may also seek the support of the trade unions.
- 4.34 In cases of dismissal, priority candidates have the right to appeal against a decision to be dismissed in accordance with the relevant University policy, for instance; the [Organisational Change Policy](#), [Sickness Absence Policy](#), [Guidance on the use of fixed-term and open-ended contracts](#), [Capability Policy](#) or [Disability and Employment Policy](#) as applicable, where they feel that they were unfairly denied a suitable redeployment opportunity.

4.35 In other cases not falling within 4.34, they may raise a grievance under the procedure relevant to their staff category.

5. Training and Support

- 5.1 The University will provide assistance to priority candidates in preparing job applications, updating CVs, writing covering letters and interview preparation, and in particular, where candidates have limited access to IT resources or are experiencing other barriers to making online applications.
- 5.2 The career transition support service is available to employees at risk of redundancy due to [organisational change](#). Specialist career support for postdoc researchers is available through the [University's postdoc careers service](#) and the [Postdoc Academy](#); research staff are strongly encouraged to use these services when planning their next career move. Staff may also seek support through their relevant HR Team.
- 5.3 Where skills gaps have been identified, priority candidates can attend any available and free internal training offered by Personal and Professional Development, the University Information Services or the Finance Division as appropriate.
- 5.4 Wherever practicable and reasonable, the departments should ensure that priority candidates have access to training and development or other forms of support to help them adjust to a post to which they have been redeployed. Where a cost is attached to this, such training will be at the expense of the new department.
- 5.5 For priority candidates whose appointment to a post is dependent upon reasonable training, this should be prioritised at the start of the appointment, wherever possible.
- 5.6 The Guidance provides examples of key activities and behaviours for managers to support Redeployees through the transition period.
- 5.7 Support is also available (in no particular order) from the University's:
- [Staff Counselling Centre](#)
 - [Wellbeing Portal](#)
 - [Careers Service](#)
 - [PPD Personal and Professional Development](#)
 - [Trade unions](#)

6. Trial Periods in Redundancy Cases

- 6.1 The following provisions apply to employees at risk of redundancy:
- 6.1.1 An employee is not dismissed where their contract is renewed or they start alternative employment with the University within 4 weeks of their current contract ending and where the offer is made before the end of their current contract. Where the renewed or new terms and conditions differ wholly or in part from the employee's existing terms, an employee has a statutory right to a trial period of four weeks during

which time they and the employer can assess the employee's suitability for the new role. The trial period may be extended by agreement of both parties, but only for the purposes of retraining.

- 6.1.2 If during the trial period the employment is terminated (or notice to terminate is given) by the University for a reason connected to the change in roles, the employee will be treated as having been dismissed by reason of redundancy on the date their original contract ended and will remain eligible for a redundancy payment (if they were eligible for one). The same will apply if the alternative employment was not "suitable", and the employee nonetheless attempted a trial period but terminated the employment (or gave notice to terminate it) during the trial period.
- 6.1.3 If an employee unreasonably refuses an offer of suitable alternative employment (or unreasonably terminates, or gives notice to terminate, the contract during the trial period), they will be treated as having been made redundant but will lose their right to a redundancy payment (if they were eligible for one), including any entitlement to a statutory redundancy payment. They will also lose their right to claim statutory redundancy pay if they do not give notice within the 4 week trial period.
- 6.1.4 When considering whether or not an alternative role is suitable, regard should be given to the employee's skills and experience, and the terms of the alternative role, including how the status, place of work, duties, pay, hours and responsibility compare with those of the previous role. Whether the refusal of suitable alternative employment is reasonable or unreasonable will depend on the particular employee and their circumstances. The reasonableness of an employee's decision to refuse suitable alternative work should be assessed from the perspective of the employee at the time the decision to refuse the offer was made.
- 6.1.5 If a trial period is successful, employment in the role will continue and this will be confirmed in writing to the employee. The employee will no longer be entitled to a redundancy payment (if they were eligible for one), including any entitlement to a statutory redundancy payment.
- 6.1.6 Employees at risk of redundancy by reason of organisational change should refer to the [Organisational Change Policy](#) for further details.

7. Other Cases

- 7.1 In redeployment cases arising from circumstances other than redundancy situations, departments may wish to rely on the new appointment support process, which allows departments to apply a less formal support mechanism for unestablished staff who have worked for the University for more than one year; who have successfully completed their probationary period in one role; and who are transferring to another role within the University (see the University's [Probationary Policy](#) for further details).
- 7.2 In cases under section 2.1.2 of this framework, the employee is entitled to be treated as a priority candidate a further time at the discretion of the University, should the employee feel that their new post is not suitable for them within the probationary period.

8. Pay Protection

- 8.1 This framework should be read in conjunction with the University's [Pay Protection Policy](#), which sets out the circumstances in which pay will be protected on redeployment.

9. Roles & Responsibilities

Priority Candidate	Signing up for vacancy alerts, applying for vacancies where they believe they meet the essential criteria (or could do so with reasonable training), completing selection activities
Recruiting Manager or relevant board, committee, body or panel	Shortlisting for interview priority candidates that meet the essential criteria (or could do so with reasonable training), conducting assessment exercises, making appropriate selection decisions, providing feedback for unsuccessful candidates. Documenting reasons and evidence that position meets the criteria for exemption under 4.18 as appropriate
HR Business Partnering team	Advising on the application of the Framework and Procedural Guidance
Head of Institution or delegate	Approving business case for vacancy meeting criteria for exemption under 4.18
New Line Manger	Setting up induction for new role and assessing trial period

10. Links to Associated Policies and Guidance

- [Recruitment Policy](#)
- [Recruitment Guidance](#)
- [Guidance on the use of fixed-term and open-ended contracts](#)
- [Organisational Change Policy](#)
- [Organisational Change Guidance](#)
- [Pay Protection Policy](#)
- [Probationary Policy](#)
- [Assistant Staff Employment Protection Code](#) (can be provided in hard copy on request)
- [Capability Policy](#)
- [Disability and Employment Policy](#)
- [Statutes and Ordinances](#) (Statute C, Schedule)
- [Sickness Absence Policy](#)
- [2019 Research Concordat 'The Concordat to Support the Career Development of Researchers'](#)

11.

Framework Ownership and Status

11.1 This framework is not contractual and may be amended from time to time, as necessary in light of any changes in legislation or operational requirements.

Status

Version	Summary of Amendment	Date
V1	Framework Launched	25 October 2021
V2	Legislative updates from 6 April 2024 Minor changes following 12 month review Addition of Roles & Responsibilities section	6 April 2024