University College Cork

Redeployment Policy

Reviewed & Approved by:	Version 1
People & Culture Forum	
ULT	22-07-2025
GA P&C EDIB Committee	02-10-2025
GA	

Contents

1. Policy statement

1.1 University College Cork recognises the contribution of all staff to delivering its aim of providing outstanding teaching, research and supporting services. It is committed to maintaining permanent staff in employment where this is consistent with its overall aims and statutory obligations and this policy outlines the University's approach to supporting permanent staff who are subject to redeployment.

1.2 Under the Public Service Agreements, redeployment takes precedence over all other methods of filling a vacancy and where there is any conflict, the terms of these Agreements take precedence over any local agreement on the redeployment of staff. The UCC Redeployment Policy is designed to uphold the principles and reflect all agreed principles as outlined in the Public Service Agreements.

2. Scope

2.1 This policy applies to redeployment within the University.

2.2 The provisions of this policy apply only to permanent staff in the circumstances detailed below and not due to individual requests for redeployment.

2.3 For the avoidance of doubt staff with Contracts of Indefinite Duration with the University are included in this policy

3. Aim

3.1 The policy aims to ensure that the University meets obligations to maintain permanent staff in employment in the following circumstances:

- Where, due to organisational restructuring and in line with strategic priorities, redeployment is necessary.

and/ or

- Where the employee's role no longer exists due to the cessation of a funding stream.

4. Principles

4.1 Wherever possible, the University will seek to maintain permanent staff in suitable alternative employment of a broadly comparable nature.

4.2 In cases of redeployment due to risk of redundancy, a staff member will not be required to undergo a probationary period in the new role.

4.3 Please see Section 8 for criteria used to determine the suitability of alternative employment.

4.4 The aim of this policy is to provide permanent staff with suitable alternative employment within UCC. However, in some cases, such employment may not be available. Staff who are redeployed will be appointed *on no less favourable terms and conditions*:

I. If the staff member moves to a post where the pay scale ends at a point lower than theirs, they continue on their own pay scale to its maximum, on a ring-fenced basis. In such cases, heads of unit will redesign the role to align responsibilities and expectations with the individual's grade.

II. If the staff member decides not to accept the lower grade position, they can opt to remain on the redeployment register pending the next suitable redeployment opportunity.

III. In all other cases if the staff member is not satisfied with the redeployment offer, they may proceed to the Appeal Process for Redeployment Decisions (see Section 10 below)

4.5 Exceptionally, there may be skills that the staff member does not possess but could be reasonably attained and this will be taken into consideration. Staff that can be reasonably expected to meet the essential requirements of the role profile within a 6-month period will be considered.

4.6 Staff subject to redeployment may, however, submit applications for higher graded posts in the normal way through open competition.

4.7 Where a staff member is in an acting higher-grade role at the point of redeployment, they will return to their substantive grade.

4.8 The People and Culture Department may redeploy a permanent staff member who is on the redeployment register to any suitable position within UCC prior to advertising that position on the basis that the staff member matches the skills required for the post.

4.9 If there are two or more equally suitable candidates for the role, the length of service will be the determining factor in the final decision.

4.10 If a candidate with the required skills and experience is identified on the redeployment register for a vacant approved post the hiring area may not refuse to accept the candidate.

4.11 The Redeployment Committee will ensure an open and transparent process – please see Appendix C for its composition.

4.12 To ensure continued success and support, the People and Culture Business Manager for the unit will conduct a review of the redeployment after six months. This review is designed as a constructive check-in to note progress, gather feedback, and explore any opportunities for further development. The review will include a collaborative meeting with the staff member and the head of unit, with the aim of reinforcing what's working well and identifying any additional support that may enhance the staff member's experience (if required).

4.13 This policy will be implemented in an open and transparent manner with full regard to the need for consultation with individuals and the representative trade union. A reasonable notice period will apply in the case of redeployment.

4.14   Local Redeployment will take place in the first instance at local level within each College or within Central Administration. Decisions in relation to redeployment at local level will be made by the Head of the Unit. Decisions in relation to redeployment within the Colleges or Central Administration will be made by the relevant Head of College or Central Administration Head with the assistance of the People and Culture Business Manager and a member of the Employee Relations Section in the People and Culture Department (if required).

5. Redeployment procedure

5.1 In the case of a role becoming redundant, Heads of Units will be encouraged to identify suitable opportunities for redeployment for individuals within their own unit. In such cases, individuals may be assimilated to a new role without competition where it is deemed to be suitable alternative employment in line with the criteria above and there is no difference in the grading and or salary of the post.

5.2 If no suitable opportunities for redeployment exist within the unit, then the employee will enter the redeployment process.

6. Guidelines for Recruitment Managers and Staff to be Redeployed

6.1 The process starts with a formal meeting. The employee will be invited to a meeting with their line manager. They will be informed that their role will become redundant, and they are subject to the redeployment procedure. If redeployment to a suitable alternative post is identified at this stage (initially within their College, School, Research Centre or Unit) this will also be discussed.

6.2 The meeting should take place no later than 2 months before redeployment and the staff member will be asked to contact People and Culture.

6.3 The discussion with their line manager will also inform the staff member of additional support available during the redeployment period, including career coaching and guidance and support through the employee assistance programme, which includes financial advice. Supports will be provided to enable staff to upskill where necessary via the suite of programmes offered by Staff Wellbeing, People and Culture.

6.4 The staff member will provide their details to the People and Culture Department for the redeployment register. Please see **Appendix B** for form to be completed by the employee.

7. Guidelines for The People and Culture Department

7.1 Local discussions leading to effective recruitment will be informed by strategic workforce planning and job design that align organisational goals with academic and operational needs.

7.2 When a new role is identified within a Unit the recruiting manager contacts People and Culture in the usual way by submitting a PF3 or PF4 form (Recruitment | University College Cork).

7.3 The People and Culture department will review details of forthcoming vacancies. The Redeployment Committee [See Appendix C] will determine eligibility for redeployment for the vacant post in accordance with the criteria outlined below in Section 8.

7.4 The Redeployment Committee will work with the recruiting/hiring manager to assess the skills and experience required having regard to the staff on the redeployment register.

7.5 Where an individual meets the skills required for the post, she/he will be given prior consideration for the post.

8. Criteria for Redeployment Role Matching

The following criteria will be used by People and Culture to determine the suitability of roles for staff identified for redeployment within the University. ***Please see appendix A for People and Culture marking scheme to determine the suitability of roles for staff identified for redeployment within the University.***

Using the Job Description for the role the redeployment committee will assess:

8.1 Nature of the Work:

- Ensure the tasks and responsibilities of the new role are similar to or consistent with the individual's previous role.

8.2 Qualifications, Skills, and Experience:

- Verify that the individual has the necessary qualifications, skills, and understanding to perform the new role effectively.

8.3 Aptitude and Capability:

- Assess the individual's ability to adapt to and succeed in the new role, considering their potential for growth and development.

8.4 Working Arrangements:

- Consider the working hours, location, flexibility, and any other logistical aspects to ensure they align with the individual's needs and preferences.

8.5 Level of Responsibility:

- Compare the level of responsibility in the new role with the individual's previous position to ensure it is appropriate and aligns with their career goals.

8.6 Work Environment:

- Consider the culture and work environment of the new role to ensure it is a good fit for the individual.

8.7 Career Development Opportunities:

- Assess whether the new role offers opportunities for career growth and development, including training and advancement prospects.

9. Responsibilities

Role	Responsible for
Individuals subject to redeployment	o Contacting People and Culture to register for redeployment o Applying for suitable vacancies on the UCC Vacancy webpage o Considering reasonable changes in working arrangements
Heads of Units	o Providing support to individuals subject to redeployment o Seeking appropriate opportunities to redeploy staff subject to redeployment to alternative posts within the unit o Accepting a corporate responsibility for university staff by accepting suitably qualified staff subject to redeployment
Recruiting Managers	o Liaising with the People and Culture Department to assess the skills and experience required for the role o Providing support to individuals joining the unit due to redeployment o Accepting a corporate responsibility for university staff by welcoming suitably qualified staff through redeployment
People and Culture Department	o Advising staff on the redeployment process, as appropriate o Maintaining a register of staff subject to redeployment cognisant of GDPR o Determining the eligibility of redeployment candidates for specific posts in consultation with the redeployment committee o Liaising with the recruiting manager, Head of Unit and the staff member

10. Appeal Process for Redeployment Decisions

If a staff member wishes to appeal a redeployment decision made by the Redeployment Committee, the following steps should be followed:

Step 1: Prepare the Appeal

- The employee must clearly outline the grounds for the appeal, specifying why they believe the decision should be reconsidered.

- The appeal should be based on substantive concerns such as procedural fairness, suitability of the role, or alignment with redeployment criteria.

Step 2: Submit the Appeal

- The appeal must be formally lodged with the Chief People and Culture Officer (or their nominated representative).

- Ensure all relevant documentation and supporting evidence are included.

Step 3: Consultation with Trade Unions

- Upon receipt of the appeal, the Chief People and Culture Officer (or nominee) will consult with the relevant trade union representatives, such as SIPTU or IFUT.

- This consultation ensures that the appeal is reviewed with appropriate representation and fairness.

Step 4: Final Decision

- After consultation, the Chief People and Culture Officer (or nominee) will make a final and binding decision on the appeal.

- The outcome will be communicated to the employee in writing, along with any relevant rationale.

11. Approval

- o Approved 2 October, 2025.

Appendix A

People and Culture Marking Scheme to determine the suitability of roles for staff identified for redeployment within the University.

Using the Job Description for the role and the Employee Role Matching Template the committee will assess:

Each criterion can be scored on a scale of 1 to 5, where:

0 = Unsatisfactory	1 = Poor	2 = Fair	3 = Good	4 = Very Good	5 = Excellent

UCC Redeployment Marking Scheme

1. **Nature of the Work**

   - **Tasks and Responsibilities**:
     - 0: Unsatisfactory
     - 1: Completely different tasks and responsibilities
     - 2: Somewhat different tasks and responsibilities
     - 3: Similar tasks and responsibilities with some differences
     - 4: Very similar tasks and responsibilities
     - 5: Identical or nearly identical tasks and responsibilities

2. **Qualifications, Skills, and Experience**

   - **Verification**:
     - 0: Unsatisfactory
     - 1: Lacks necessary qualifications and skills
     - 2: Has some relevant qualifications and skills
     - 3: Adequate qualifications and skills
     - 4: Strong qualifications and skills
     - 5: Exceptional qualifications and skills

3. **Aptitude and Capability**

   - **Assessment**:
     - 0: Unsatisfactory
     - 1: Unlikely to adapt and succeed
     - 2: Some potential to adapt and succeed
     - 3: Likely to adapt and succeed
     - 4: Very likely to adapt and succeed
     - 5: Highly likely to adapt and succeed

4. **Working Arrangements**

   - **Considerations**:
     - 0: Unsatisfactory
     - 1: Poor alignment with needs and preferences
     - 2: Fair alignment with needs and preferences
     - 3: Good alignment with needs and preferences

- 4: Very good alignment with needs and preferences
- 5: Excellent alignment with needs and preferences

5. **Level of Responsibility**

- **Comparison**:
    - 0: Unsatisfactory
    - 1: Much lower or higher responsibility
    - 2: Somewhat lower or higher responsibility
    - 3: Similar level of responsibility
    - 4: Slightly higher responsibility
    - 5: Perfectly aligned responsibility

6. **Work Environment**

- **Culture Fit**:
    - 0: Unsatisfactory
    - 1: Poor fit with work environment
    - 2: Fair fit with work environment
    - 3: Good fit with work environment
    - 4: Very good fit with work environment
    - 5: Excellent fit with work environment

7. **Career Development Opportunities**

- **Prospects**:
    - 0: Unsatisfactory
    - 1: No opportunities for growth
    - 2: Limited opportunities for growth
    - 3: Adequate opportunities for growth
    - 4: Good opportunities for growth
    - 5: Excellent opportunities for growth

Total Role Score out of 35

31 -35	27 -30	21 – 26	14 – 20	`7 – 12	0 - 6
Highly Suitable	Suitable	Marginally Suitable	Unsuitable	Highly Unsuitable	Not Suitable at all
90 – 100%	80 – 89%	60 – 79%	40 – 59%	20 -30%	0 – 19%

Please note:

For redeployment to a particular role, a minimum suitability score of 21 out of 35 (60%) is required. Roles requiring a score between 60% and 79% may not fully align with a candidate's current expertise, but with appropriate support and development, the candidate could reasonably be expected to meet the role's requirements within six months. Scores below 60% indicate that the role is not suited to the candidate's qualifications, experience, or capabilities.

Appendix B Link to online form

Link to online Form here **Employee Role Matching Template – Fill out form**

Employee Role Matching Template
Name: **Staff Number:** **Current Job Title:** **Location: (College, School, Research Centre etc):**
1. **Nature of the Work**
Briefly describe the tasks and responsibilities of your current role:
2. **Qualifications, Skills and Experience**
Please list your qualifications   **Please list your skills e.g. Project Management, Communication etc**   **Briefly describe your work experience**
3. **Aptitude and Capability**
Briefly explain your potential for growth and development in new roles   **Assess your capability to succeed in different types of roles**

4. Working Arrangements

Describe any flexibility needs you may have (if any)

5. Level of Responsibility

Briefly describe the level of responsibility in your current role

6. Grade and Pay

Please state your grade and point on scale (if applicable) or your salary per annum if not on a graded salary

7. Work Environment

Briefly describe the work environment you are currently in e.g. Academic, Research, Technical or Professional etc.

8. Career Development Opportunities

Briefly describe any career development opportunities e.g. training that you may have completed in your current role or previous roles

Appendix C

Redeployment Committee Structure

Chairperson of the Committee (1 Person)
People and Culture representatives (2 People)
Head of Unit or representative (1 Person)

1. **Committee:** The committee will be appointed by the Chief People and Culture Officer or nominee.

2. **Chairperson**

   - **Role:** Oversees the redeployment process, ensures adherence to UCC policies, and maintains transparency.

   - **Who:** People and Culture representative **or** a senior academic/researcher/senior professional services staff member from a related but distinct academic/research/unit.

3. **People and Culture Representatives**

   - **Role:** Provide expertise on employment policies, manage documentation, and ensure compliance.

   - **Who:** Two People and Culture professionals.

4. **Unit Representative Managers**

   - **Role:** Offer insights into Unit needs and assess the suitability of redeployment candidates.

   - **Who:** Head (or representative) of unit offering the vacancy for potential redeployment.

Committee Responsibilities

- Evaluate redeployment candidates based on the above defined criteria to ensure fairness.

- Maintain clear and open communication with all stakeholders throughout the process.

- Make informed decisions on redeployment offers, ensuring they are in the best interest of both UCC and the employees.

Appendix D - Redeployment Guidance for Staff

1. Introduction

This guidance outlines the redeployment process for permanent staff in University College Cork.

2. Purpose of Redeployment

Redeployment aims to retain permanent staff by offering suitable alternative employment of a broadly comparable nature within University College Cork when their current role is at risk due to redundancy.

3. Eligibility for Redeployment

Permanent Staff are eligible for redeployment if:

- Where, due to organisational restructuring and in line with strategic priorities, redeployment is necessary.
  and/or
- Where the employee's role no longer exists due to the cessation of a funding stream.

4. Redeployment Process

The process includes:

- Notification by your line manager of redeployment status
- Registration on the Redeployment Register
- Completion of the Employee Role Matching Template (see policy)
- Priority consideration for suitable vacancies
- Role suitability conducted by the Redeployment Committee (see policy)
- Support from your Line Manager and People and Culture Business Manager

5. Staff Responsibilities

Staff are expected to:

- Familiarise themselves with the redeployment policy
- Actively participate in the redeployment process
- Adhere to the Redeployment policy and its procedures
- Engage in an informal discussion with another unit regarding a redeployment possibility
- Give full consideration to a reasonable redeployment opportunity

6. Confidentiality and Fairness

All redeployment processes are conducted with fairness, transparency, and respect for confidentiality.

For further information and support please contact your People and Culture Business Manager
People | University College Cork and the UCC Employee Assistance Programme

Appendix E - Redeployment Guidance for Managers & Heads of Units

1. Introduction

This document provides guidance for managers and heads of units in University College Cork on supporting staff through redeployment.

2. Eligibility for Redeployment

Permanent Staff are eligible for redeployment if:

- Where, due to organisational restructuring and in line with strategic priorities, redeployment is necessary.   and/or
- Where the employee's role no longer exists due to the cessation of a funding stream.

3. Manager Responsibilities

Managers are responsible for:
- Identifying staff eligible for redeployment
- Notifying People and Culture and supporting registration on the Redeployment Register
- Ensuring fair and transparent application of the redeployment policy

4. Redeployment Process

Steps include:
- Early consultation with affected staff
- Liaising with People and Culture to identify available suitable roles
- Supporting staff through the process

5. Prioritisation and Fairness

Staff for redeployment should be given priority consideration for suitable vacancies. Managers must ensure decisions are based on the objective criteria included in the UCC redeployment policy and documented appropriately.

6. Supporting Staff

Managers should:
- Provide clear communication and reassurance
- Encourage staff to engage with People and Culture
- Facilitate reasonable adjustments where needed

7. Institutional Support

People and Culture will assist by:
- Advising on policy compliance
- Coordinating the Redeployment Register
- Offering support resources such as the employee assistance programme

For further information and support please contact your People and Culture Business Manager People | University College Cork and the UCC Employee Assistance Programme