

Deployment Policy

Policy Statement

1. In a fast-paced organisation there will be a continuing need to be able to deploy people quickly in order to meet the overall business needs of the organisation. At the same time we need to ensure that individuals spend reasonable lengths of time in each posting to develop their skills and knowledge; provide much needed continuity in teams and contribute to better workforce planning across the organisation. In the majority of cases deployment will be through staff applying for advertised roles either internally or more widely across the Civil Service, or via open competition. There will on occasions be times when there is a need for roles to be filled without the need for advertising. Our approach across all deployment matters is to make use of the deployment policy, which covers all permanent staff. This policy is non contractual and is subject to change.

Policy

2. We take seriously the need to recruit staff in accordance with and comply with the recruitment principles and to appoint on merit through fair and open competition. This policy is designed to provide a framework to facilitate the movement of staff between roles both with and without the need for formal advertising, recognising that there will be occasions when the need to advertise a role is overtaken by business needs. The deployment policy sets out a framework for enabling staff movement between roles in both sets of circumstances. The key principles that underpin this protocol are explained below:

Postings via advertised roles

3. The expectation is that the majority of staff moves within the organisation will take place as a result of a post being advertised in the normal way. Details of the process that needs to be followed to advertise a role are outlined in the recruitment policy and guidance.

4. All applications for an advertised roles across the Civil Service must be copied to your current line manager.

5. In all cases where an individual secures a posting within the department through an internal advert, the importing and exporting line managers should seek to agree transitional arrangements, subject to the principle that the employee will be allowed to take up their new role within 6 weeks of accepting a formal offer.

Eligibility

6. HMT operates a practice of assigning employees to posts for a limited period, to facilitate knowledge transfer and career progression. Each posting carries an end date, which sets out the *minimum* length of the posting. Employees are eligible to apply for advertised roles from 2 months before the agreed end date. *All applications for an advertised role must be submitted with the approval of the current line manager.* Advertising managers should not approach staff about advertised roles on level transfer unless the individual is within 2 months of their agreed end date. Full lists of end dates for all staff will be held by HMT Directors.

7. Employees are able to apply for posts on promotion, both in HMT and across the Civil Service, during their agreed posting period. *All applications for an advertised role must be submitted with the approval of the current line manager*

8. Staff are allowed to apply for posts advertised through open competition across the wider Civil Service or agency, but managers reserve the right, unless the move is on a permanent basis, to reject the application if the candidate's transfer would conflict with the wider interests or objectives of the organisation as could be the case if the agreed minimum length of time in post had not been observed.

Length of postings

9. The expected **minimum** time in post is as follows:

- Range B-C - 18 months.
- Range D - 18 months;
- Range E - 2½ years,
- Range F - 3 years.

10. Staff in the department on loan, secondment or on a fixed-term contract with HMT are not covered by the processes outlined in the deployment policy. For staff who fall into these categories the length of posting will be agreed at the outset on a case- by-case basis depending on the needs of the role. The agreed end date will bring an end to their appointment with HMT.

11. Longer lengths of postings can be agreed by the line manager and the postholder for any advertised role. In particular longer posting periods might be appropriate for more specialist roles (for example HR, IS, finance and communications) where alternative postings may be less available. Given the variety of specialist posts, the length of your posting will be determined on a job-by-job basis by the line manager.

End Dates

12. Line managers should indicate the proposed length of the posting in the vacancy authorisation form and the role profile, at the time a role is advertised, so that all parties are clear about the length of the posting at the outset. In the event a post is to be advertised outside the Civil Service, reference to expected minimum length of time in post and the deployment policy will be made in the general information provided in the job pack. If a length of posting is not specified at the time of advertising a role, the standard length of postings set out above will apply.

13. HR will be responsible for inputting initial end date information into HR Oracle for new appointments to post. The end date information will be taken from the information provided on the staff change request form submitted to the HR team. This is a mandatory field. Where the end date changes while the individual is in post (e.g. the end date is revised), the individual is responsible for maintaining the accuracy of end date information and for making any changes to this information, with approval being given by the line manager via the HR Oracle self-service portal. Normally once agreed the end date should not be changed unless one or more of the following applies:

- there are changes to the nature and content of the job
- the line manager and member of staff agree to extend the end date
- as a result of a structural change within the team
- the employee has an offer to leave on promotion
- the employee is required urgently to fill a vacancy with higher business priority

- there is a business need to ensure continuity within a post/team such that a posting needs to be lengthened
- there is a need to extend the end date in order to progress some performance or capability management action.

Advertising posts when the end-date is approaching

14. Line managers should discuss with the post holder whether the agreed end date will stand or if the current end date should be extended. This discussion should happen at least 3 months before the current agreed end date. A record of this discussion should be taken and forwarded to the individual concerned. If an extension is agreed the new end date needs to be updated in HR Oracle via the self-service portal by the individual, with approval being given by the line manager. If an extension is not being sought, the manager must decide at which point to start the process to appoint a replacement. Line managers are advised to discuss end dates with all their staff during the year, particularly at the mid year review stage; 3 months prior to the end date and at end year appraisal time and if any changes are agreed the line manger should update HR Oracle. Staff subject to any performance capability procedures should not be moved into the deployment pool. Instead the posting must be extended temporarily until those procedures should have come to an end, ie either performance/capability is satisfactory or employment has been terminated.

15. In order to help assist line managers manage the end date process effectively, they will receive e-mail alerts from HR Oracle 6, 3, 2 and 1 month in advance of an end date expiring for a member of staff they currently manage.

16. A manager is entitled to start the recruitment process 2 months before an individual's end date in order to avoid a large gap. However, if they have successfully identified a replacement before the current post-holder has secured their next post, they will be required to retain the current post holder as a member of their team and to allocate work of the appropriate level. In these circumstances the individual will, from their agreed end date, join the deployment pool (see paragraph 21 below).

17. In these circumstances managers must ensure that they have budget provision to continue to fund this additional resource until the individual has secured a role and is no longer a member of the deployment pool.

Postings through non-advertised roles

18. There will be exceptional occasions when it is necessary to fill a post without advertising or circulating to the deployment pool. This may happen in the following circumstances, for example:

- To deal with an unexpected urgent need that needs to be addressed quickly;
- During an internal reorganisation (within a team or sub-directorate) or to move someone within a team/ sub-directorate and then advertise the 2nd post;
- To place an inward secondee/loan in to make best use of their experience/knowledge in a specialist role;
- To place someone returning from an outward loan or secondment in order to make best use of the experience they have gained whilst on secondment;
- To place someone from the deployment pool without a permanent role;

- To place someone for career development purposes who has not been able to secure a suitable posting in the open market but has skills which continue to be needed;
- To place someone returning from maternity or additional paternity leave (or a career break following maternity or additional paternity leave) who does not return to his or her former post;
- To place a disabled employee where this is identified as a reasonable adjustment.

19. In all cases approval to bypass the deployment pool and or/advertising route must be approved by the Managing Director, and should be highlighted and discussed at the Directorate's forward-look workforce planning sessions. All moves facilitated without being advertised will be on a lateral basis/level transfer only. For staff outside HMT their mentors are responsible for liaising with them and identifying suitable opportunities for this type of deployment to take place. All mentors are required to maintain regular contact with their Line Manager/mentees and should as a minimum make contact with their line manager/mentee on a quarterly basis.

20. Where a potential move is to take place under the specific business priority category and involves the movement of a member of staff below the SCS between Directorates, agreement needs to be reached between the relevant Directors of each directorate. For staff in the SCS agreement needs to be reached at Managing Director level. A list of all posts filled in this way will be compiled by the HR Recruitment Team and published quarterly, with the individual who approved the move detailing the reasons for the decision.

Deployment Pool

21. Staff may from time to time be without a permanent role and it is important that we continue to make best use of the resources at our disposal. Staff without a permanent role will be placed into the deployment pool. There will be a number of circumstances where people are placed in the deployment pool, such as when individuals have come to their end dates and not been able to secure a further permanent role; have been displaced as a result of an organisational change; are returning to HMT following maternity leave/additional paternity leave/career break/ secondment /loan and they have not yet been able to secure a permanent role. Staff will normally join the deployment pool on their end date or as a result of a reorganization and as a result of their not having a new role to move on to. Staff currently working in HMT who join the deployment pool are required to complete a Deployment Pool Form and submit this to the HR Services Inbox at the time they join the deployment pool.

22. All permanent staff outside the department will be placed in the deployment pool 3 months prior to their expected return to the department. Staff will receive details of all HMT vacancies via regular e-mails from the HR Recruitment Team and will be expected to apply for suitable roles during this period. Staff in this situation will be required to complete a Deployment Pool Form and submit this to the HR Services Inbox at least 3 months prior to their expected return date.

23. If a member of staff has not secured a substantive role in time for their return, they will, with the exception of those staff that are on career breaks, be re-assigned to the Directorate they were in before they left the department. They will remain in the deployment pool and will be allocated appropriate project work, funded by the Directorate, until they secure a substantive role. Staff returning from a career break will be placed in the deployment pool, but

in line with their career break agreement, they will not rejoin the HMT payroll until they have secured a permanent HMT role to return to.

24. Staff in post who come to their end dates, whose end date is not to be extended and who have not secured a further post will also be placed in the deployment pool on their end date. Line Managers must write to the individual confirming they will join the deployment pool, ensuring that the letter is copied to the HR Services Inbox at the same time, so that the deployment pool database can be updated by HR.

25. Line managers will continue to have responsibility for any of their staff who are in the deployment pool. Staff in the deployment pool will remain part of their current team, in all respects, until a permanent role can be secured. In these circumstances managers should not amend the end date in Oracle, even though the end date has passed. The line manager should meet with the individual before the end date and also ensure that within 3 days of the end date, confirmation is sent, in writing, using the line manager letter 1, confirming that they will join the deployment pool. Line managers are expected to provide practical help advice and support to staff in the deployment pool in their search for a permanent role. Staff should keep their line managers informed of all posts they express an interest in so that a joint review of progress can take place.

26. The key focus of the deployment pool is to provide additional assistance to staff in finding a new role when their current role has come to an end and they have not secured a new role to move onto. With this in mind staff who find themselves in the deployment pool for three months or more may be offered access to some career transition support. Costs associated with this support will be funded by Directorate budgets.

27. At the same time, staff that have been in the deployment pool for 3 months or more will automatically be considered for any HMT role that is to be advertised within HMT at their substantive Pay Range. Recruiting Managers will be asked to consider (making use of the deployment pool form) all staff who have been in the deployment pool for 3 months, for posts at the substantive Range, provided that there is a reasonable match between the requirements of the role and the skills and experience of the individual.

28. Where Line managers do not feel that a candidate would be suitable for a role they will be required to provide a full justification for their decision, which will be considered by a redeployment pool panel, which will consist of a designated Team Leader and an HR representative. The panel will consider if an individual seems a reasonable fit (but not necessarily the perfect fit or even the best person for the job) and will have the authority, on behalf of EMB, to require the manager to appoint the individual.

29. In these circumstances, appointments may be made on an 8-week trial basis to see if all parties agree that the role is a suitable position. In the event the role is not considered to be suitable the Line Manager or the individual, will be required to set out the reasons why to the deployment pool panel, who will consider the case and make a judgement. In the event it is agreed that the trial period should come to an end, the individual will return to their previous Directorate.

30. Each Directorate Management Team will regularly review the progress of their staff in the deployment pool to consider any additional support or action they may require to help them secure their next posting and move quickly through the deployment pool. In addition and in

order to help inform workforce planning considerations and decisions, Managing Directors will be able to access a report directly from Oracle to show end date information for all their staff on a monthly basis.

31. Staff who have been in the deployment pool for 6 months or more may at that point be managed in line with the Treasury's Redundancy Policy or through our limited postability procedures, starting at a suitable point in the process, taking account how long they have been in the deployment pool.

32. Staff in the deployment pool will also be placed on the Civil Service Vacancy (CSVacs) list, which is managed by JobCentre Plus in conjunction with the Cabinet Office and which will provide staff with preferential access to civil service-wide vacancies. Whilst the vacancies are on CSVacs they cannot be accessed by civil servants who are not at risk or by external candidates.

Using the deployment pool prior to advertising a role

33. Where a Vacancy Authorisation Form has been submitted to the HR Recruitment Team, the post details will, in all circumstances, be circulated to staff in the deployment pool for consideration before any advertising takes place. Staff within the deployment pool will be given 5 working days to express an interest in the post by submitting their deployment pool form for consideration. Staff who have been in the pool for 3 months or more will be automatically considered for posts at their substantive Range. The expectation is that staff in the deployment pool should express interest in any suitable roles and be ready to offer a clear explanation as to why they have not expressed an interest in a particular role.

34. Once the selection is concluded the line manager is required to communicate the outcome of the interview in the normal way, returning appropriate interview paperwork to the HR Recruitment Team.

35. On receiving an expression of interest from a member of the deployment pool recruiting managers are required to:

- Consider expressions of interest against criteria for the role, including those who have been in the deployment pool for three months or more who must automatically be considered, using a short listing matrix;
- Offer feedback to those who do not meet the criteria;
Provide justification to the redeployment pool panel in respect of any staff who have to be automatically considered (been in pool for 3 months or more) and who you do not think would be suitable.
- Where there is evidence that candidate meets the majority of the criteria for the role, arrange to interview the member of staff with at least one other trained staff member;
- Offer the post to the candidate from the deployment pool (or CSVacs) if he or she is suitable for the post, even if there is a possibility that better candidates might be obtained through advertising the post, and
- After the interview communicate the final outcome to the HR Recruitment Team and those who have been interviewed.

Refusal of alternative roles

36. If a post is offered to a staff member who is in the deployment pool but they refuse the offer, they are required to provide a clear justification for the refusal and this will be considered

by a Redeployment Panel. The Redeployment Panel will determine whether the justification provided is reasonable. If the member of staff declines two such offers and the Redeployment Panel concludes that that the justification provided on each occasion is unreasonable, the Treasury will consider whether it is appropriate to dismiss the employee on the grounds that they have refused reasonable offers of alternative posts. Managers should **always** take advice from HR before making any decision concerning dismissal. If an employee is dismissed in these circumstances they will lose the right to any potential redundancy/compensation, payment.

37. The Head of HR will consider any appeals where there is a disagreement over whether an offer of a role to an individual was reasonable and whether it was reasonably rejected.

Staff with disabilities etc.

38. If a member of staff is unable to continue in their normal post as a result of a disability, injury or illness, it may sometimes be appropriate to re-deploy them into a different post. If so, the same resources will be used, i.e. the redeployment pool and CSVacs, but the onus will be on the employee's line manager and the HR team to find a suitable opportunity for the employee if possible. In some cases it may be necessary to give someone in this position priority over others in the redeployment pool, as a reasonable adjustment under the Disability Discrimination Act 1995 or pursuant to other legal requirements.

Human Resources
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Roles and Responsibilities

Annex A - Line Manager
Annex B - Individual
Annex C – Human Resources

Flow Charts

Annex D - HR Services
Annex E - End Date Actions (Advertising a role and reviewing end dates)
Annex F - Deployment Pool Actions for staff in and out of organisation

Letters

Annex A - Line Manger letter I