
Report To:	Policy and Resources Committee	Date:	15 December 2009
Report By:	Head of Organisational Development and Human Resources	Report No:	HR/12/09/AR
Contact Officer:	Angela Rainey	Contact No:	01475 712756
Subject:	Redeployment Policy and Guidelines		

1.0 PURPOSE

- 1.1 The purpose of this report is to propose a Redeployment Policy and associated Guidelines. (Appendices 1 and 2).

2.0 SUMMARY

- 2.1 The Workforce Development Strategy was approved by the Policy and Resources Committee on the 26 May 2009 and has three main themes. This particular proposal is contained within Employees – our most valuable resource in that it provides opportunities for retention, and the development of workforce skills.
- 2.2 Redeployment processes and procedures have been in practice for a number of years and now require to be formalised. The policy and guidelines have been developed from the processes and procedures currently used, benchmarking with other Councils and taking views from Heads of Service and trades unions.
- 2.3 The Report (HR/09/09/AM) on Salary Protection Arrangements submitted to this Committee (15 December 2009), has been taken account of within the Redeployment Policy and associated guidelines.
- 2.4 Protection arrangements for employees are being considered in a separate report to be submitted to this Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee agree the:
- a) Policy and to note the associated guidelines
 - b) That a centralised fund of £10k be established from the Workforce Development Fund for retraining purposes
 - c) Agree that the policy be updated in respect of protection arrangements as per the decision being considered by the Policy and Resources Committee in a separate report.

4.0 BACKGROUND

- 4.1 Redeployment processes have been in operation for a number of years. These processes have been reviewed in accordance with best practice and resulted in many successful cases and large redeployment exercises.
- 4.2 The policy and associated guidelines have been designed taking into consideration current practice and experience, sourcing information on how other local authorities conduct their processes, and through comments from equality groups, trades unions, employees and management. Recent changes in employment legislation have also contributed to a need in reviewing existing processes.
- 4.3 Through the consultation process the issue of retraining costs was raised as the current practice is for these costs to be met by the existing Service. It was suggested that consideration could be given to having a centralised fund specifically for retraining maintained by Organisational Development and Human Resources. This would ensure that all employees are treated fairly and consistently through providing the same opportunities for possible retraining.

5.0 PROPOSALS

- 5.1 It is proposed that the Redeployment Policy and associated guidelines are put in place to formalise the redeployment of employment.
- 5.2 That to assist in the redeployment of employees a centralised retraining fund of £10k is established utilising the Workforce Development Fund.
- 5.3 Protection arrangements in respect of earnings is to be considered by this Committee in a separate report. It is proposed that the policy be updated to include the decision being made by the Committee.

6.0 IMPLICATIONS

- 6.1 Finance: To fund the retraining of employees a fund of £10k be established from the Workforce Development Fund for the Financial Year 2009/10 and 2010/11.

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from:	Annual Net Impact	Virement From (If Applicable)	Other Comments
0006005	02175	2009/10	£10k	Workforce Development Fund	Funding available for 2009/10 and 10/11

- 6.2 Human Resources: n/a
- 6.2 Legal: The policy and associated guidelines will ensure the Council is continuing in meeting its legal obligations.
- 6.3 Equalities: see Equality Impact (Appendix 3)

7.0 CONSULTATION

- 7.1 Consultation has taken place with all Services, Corporate Management Team and the trades unions.

REDEPLOYMENT POLICY

Version 1

Produced by:

*Policy Development Unit
Organisational Development and Human Resources*

Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

October 2009



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Policy Review		
Review Date	Person Responsible	Service
May 2010	Angela Rainey	Organisational Development and Human Resources

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1 POLICY STATEMENT

- 1.1 The Council is committed to protecting the employment security of staff, as far as possible, by planning effectively to meet current and future staffing needs. Where, however, a situation arises which results in an employee not being able to continue in the role they were originally engaged to fulfil (e.g. illness, capability, redundancy, or restructuring), it will seek to support an individual to maintain employment with the Council in so far as this is consistent with the individual's wishes and the Council's requirements.

2 POLICY OBJECTIVES

- 2.1 To provide fair and consistent consideration of an employee who is subject to redeployment and to ensure that the Authority is fulfilling its legal obligations under the Disability Discrimination Act, 1995 (DDA) and Employment Rights Act, 1996 (E.R.A.).

3 REASONS FOR REDEPLOYMENT

- 3.1 Redeployment within the Council may be necessary as a result of :-

- Medical grounds

Changes in the employee's capability of carrying out their remit. This will include employees considered as being disabled under the terms and conditions contained in the DDA.

- Capability (Performance Issues)

Where compulsory redeployment is the outcome of a formal process.

- Redundancy - including Efficiency of the Service

It is important to consider appropriate steps in order to avoid redundancy, if possible. Selection for redundancy will be in line with the Council's Severance Policy.

- Restructure

It is recognised that staff structures are dynamic not static, and a consequence of alteration of a structure may be that an employee is displaced as a result of changes to service requirements.

- Some Other Substantial Reason (SOSR)

For example it is recognised that personal relationships with colleagues can deteriorate or that circumstances out with the work environment can adversely affect an employee's ability to function in the job.

To be included on the Redeployment Register for SOSR a report into the circumstances which would have redeployment as a recommendation would be required. This would also need to be approved by the Head of Organisational Development and Human Resources.

4 STAFF COVERED BY ARRANGEMENTS

- 4.1 All permanent employees of the Council and those who are in fixed term or temporary employment but with at least one year's service
- 4.2 Teachers will only be covered where the following are not applicable: 'Future Provision - School Accommodation Staffing Policy', 'Scottish Schools (Parental Involvement) Act 2006' and 'Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007'.
- 4.3 Where the criteria of the DDA is met, fixed term and temporary employees with less than one years' service will be considered.

5 TERMS OF REDEPLOYMENT

- 5.1 Redeployment will be looked for with reference to the following terms and conditions:-
- (i) Consideration will only be given to an employee whose circumstances are as detailed in sections 3 and 4 of the policy.
 - (ii) Organisational Development and Human Resources will keep a central Redeployment Register. Consideration will be given to temporarily placing individuals in temporary posts in the interest of utilising an employee's skills, improving the skills base of an employee, and as a consequence positively affecting absence levels. Employees receiving retraining of some description not with their own service will however, continue to be paid by their own service.
 - (iii) Where an employee is included in the Redeployment Register on health grounds a search for a suitable alternative role will commence within their current service, then directorate.
 - (iv) A suitable alternative post has to be a substantive, temporary or fixed term vacancy - established post i.e. a post is not created to accommodate an individual.
 - (v) There are certain categories of employees who will be considered before all other employees on the Redeployment Register, and these are:
 - Any employee, who falls under the definition of the DDA and who is subject to redeployment.
 - Those permanent employees who are expecting or are currently on maternity leave and whose post is at risk of being made redundant.

- (vi) A suitable alternative employment opportunity may be at a lower, or similar salary level. Where an employee can demonstrate to management that they meet all essential requirements of a vacant higher salaried post then this may be considered. The job description and person specification for the vacancy will be the factors which determine if there is the possibility of a match. The associated remuneration package is not a determining factor, although any salary differential would have to be “reasonable” as determined by the Head of Organisational Development and Human Resources.
- (vii) Offers of redeployment will be made at the salary rate attached to the post. There will be no protection where detriment occurs in respect of salary or terms and conditions of service except where redeployment occurs due to reasons of restructure/redundancy (to be updated as per Committee decision). Further details can be found under paragraph. 7.1.
- (viii) The redeployment will be subject to agreement with the relevant Head of Service. Should a vacancy be considered appropriate then the employee to be redeployed may be considered without recourse to the advertising process or on a restricted basis with other employees on the Redeployment Register and slotted in where they meet the essential criteria for the post. Individuals alternatively may be interviewed as part of the normal recruitment and selection process, depending on the circumstances of the post and subject to agreement by the Head of Organisational Development and Human Resources.
- (ix) The authorised signatory of a ‘Request to Advertise’ form should consider all requests to advertise a post as potential redeployment opportunities, and, therefore, ensure that the central Redeployment Register is considered prior to the authorisation to advertise a vacancy. A suitable candidate for the vacancy found on the Redeployment Register may circumvent the traditional recruitment and selection process at any stage prior to having made an offer of employment to a candidate.
- (x) In determining the suitability of any offer of alternative employment, cognisance will be taken of the following factors: pay; status; location; working environment; hours of work; job description; person specification.
- (xi) Any offer of alternative employment will be subject to the Council’s safer recruitment practices.
- (xii) The redeployment will be subject to a four week trial period during which time the employee and the new Service will be able to assess the suitability of the transferee. In the event of either party - employee or service - considering the alternative as unsuitable the reason offered should be captured in writing and reported to the Head of Organisational Development and Human Resources. Where the reason is agreed by the Head of Organisational Development and Human Resources as a

justifiable one, the employee will return to the Redeployment Register and remain attached to their substantive service.

- (xiii) An employee who rejects the offer of redeployment, which is considered a reasonable match, without good reason may have their contract of employment terminated on the grounds that they have unjustifiably refused a suitable alternative post.

When determining whether a suitable offer of redeployment has been made, a variety of factors require to be considered including rate of pay, duties of the job, location, any family friendly issues. The deciding factor will be where an employee has no justifiable reason for refusing a job that the employer deems a suitable alternative offer of employment.

- (xiv) Where possible, the period for redeployment will be determined at the outset. In determining the period for redeployment, consideration will be given to a number of factors, eg. the remaining sickness allowance of an employee, the expiry date of the existing contract of employment, how long a Service can support an employee on redeployment who may be on restricted duties or work placement. Budgetary and financial constraints will also be a key determining factor when deciding on the period for redeployment. For example, when the Council carries out its annual budget review, or where redundancies are necessary, redeployment periods will be determined based on the financial circumstances of the Council at that time.

Depending upon the circumstances, a time period of up to 6 months (inclusive of notice period) will be set for redeployment at the point of the redeployment process commencing. This timescale may be extended in exceptional circumstances for up to 12 months (for example, due to serious health issues) by the Head of Organisational Development and Human Resources.

If no suitable alternative employment is found then the employee's contract of employment will be terminated at the end of the redeployment and notice period.

- (xv) Retraining will be available within reasonable boundaries, that is to say with reference to previous experience, qualifications already gained, time and cost constraints. This process should be considered immediately and is the responsibility of senior management within the transferee service to instigate.

6 PROCESS

- 6.1 The operational process for redeployment is expressed in the Redeployment Guidelines. An Employee Information Pack on Redeployment is issued to employees at the point they are included on the Council's Redeployment Register.

7 OTHER CONDITIONS

- 7.1 Where an employee, covered by single status conditions, has been redeployed as a result of a Service restructure/redundancy situation the following additional conditions will apply: -
- (i) Where the alteration results in the employee incurring additional travel expense then they may be entitled to a one-off lump sum payment. Further details can be found within the Council's Conditions of Service Booklet.
 - (ii) Where the alteration results in a move to a post which has earnings lower than the employee's previous salary then a Certificate of Material Change will be issued. This certificate has the effect of protecting pension rights for a period of ten years, by recognising the employees most advantageous salary arrangements over the prescribed period.
 - (iii) Where the alteration results in a move to a post which has earnings lower than the employee's previous salary then pay protection on a cash conserved basis will apply for (to be updated as per Committee decision).
- 7.2 The Certificate of Material Change detailed in paragraph 7.1 (ii) above will also be applicable to employees who have been redeployed due to the ill health criteria, as outlined by Strathclyde Pension Fund Scheme and whose earnings are now lower than their previous salary.

8 RIGHT OF APPEAL

- 8.1 An employee whose employment is terminated - on any grounds - has the right of appeal to the Human Resources Appeal Board.
- 8.2 An employee who is of the opinion that their circumstances have been considered unfavourably can raise a grievance using the Council's Grievance Procedure

Organisational Development and Human Resources

REDEPLOYMENT GUIDELINES

Version 1

Produced by:

*Policy Development Unit,
Organisational Development and Human Resources*

Inverclyde Council
Municipal Buildings
GREENOCK
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October 2009



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1. PURPOSE

- 1.1 To provide a common framework for dealing with cases involving the redeployment of an employee.
- 1.2 These guidelines should be used in conjunction with the Council's Policy on Redeployment.

2. RESPONSIBILITIES

- 2.1 The management/operation of the Redeployment Process is a shared responsibility; however, particular parties who are involved will have specific responsibilities:

- 2.1.1 Employee's Line Manager/Service

In cases where the employee's medical condition falls under the definition of the D.D.A., the line manager must first consider reasonable adjustments to the employee's current post. If this is not practicable, it is the responsibility of the current line manager to identify any suitable vacancies within their own Service. This includes, assessing current or pending vacancies within the Service before consideration is given to advertising. The line manager must also arrange reasonable training that will be of benefit to the employee in their search for alternative employment, eg. clerical work placement within the Service.

- 2.1.2 Organisational Development and Human Resources (OD&HR)

In cases where reasonable adjustments or redeployment is likely to occur, it will be the responsibility of OD&HR to arrange a medical examination for a report on the current condition. If reasonable adjustments in the employee's own post are not practicable, then the report should advise of the suitability of the employee for redeployment. If redeployment is confirmed, OD&HR will co-ordinate the corporate redeployment search by placing the employee on the Council's Central Redeployment Register. OD&HR will also be responsible for providing advice on any issues, as deemed appropriate, including determining whether an alternative post is suitable.

- 2.1.3 Other Council Services

Will be expected to consider all employees on the Central Redeployment Register, which is available on the Council's ICON system, prior to advertising vacancies. Redeployment applications are considered objectively and fairly.

Take positive steps to ensure as far as is practicable that any proposed redeployment is successful by providing appropriate training, support, and regular reviews of progress.

2.1.4 Employees

Will be expected to be positive and proactive in seeking suitable alternative employment.

2.1.5 Trade Unions

Will actively participate, represent the employee at meetings and support the purpose of the process to ensure its successful application.

2.1.6 Occupational Health

Will, at the request of OD&HR undertake a medical assessment with the referred employee and provide recommendations on job adjustments and/or types of suitable alternative employment where redeployment is necessary. All contact with Occupational Health will be through OD&HR only.

3. PROCESS

3.1 Stage 1

- (a) A formal meeting should be held to inform the employee that they are to be placed on the Redeployment Register. While every effort will be made to find a suitable alternative post there can be no guarantee that a post can be found. Those in attendance may include: a representative from OD&HR, the line manager, and the employee. The employee has the option of having a representative present.
- (b) At this meeting, the reasons for redeployment and the process to be followed must be explained, including timescales. Refer to checklist. (Appendix 1)
- (c) The employee will be issued with an information pack at this meeting. (Appendix 2)
- (d) The line manager, in conjunction with the Head of Service, must source and provide training where practicable that will assist in the employee's redeployment. If training cannot be found within the current Service, then the responsibility of employee costs for a work placement based elsewhere will lie with the current Service. At the end of any work placement, the supporting manager should undertake a review and discuss this with the employee. (Appendix 3)
- (e) The line manager must consider the employee for any current or pending suitable vacancies within the Service and continue to do so throughout the redeployment process.

3.2 Stage 2

- (a) Written confirmation, including giving notice, will be issued to the employee from OD&HR to confirm that the employee has been included on the Council's Central Redeployment Register. (Appendix 4)
- (b) A Skills Profile document will be issued with this letter and the employee should endeavour to complete and return this to OD&HR within 5 working days. Sample Skills Profile documents will also be enclosed for the employee's reference. The line manager should offer and provide assistance to the employee when the Skills Profile document is being completed.
- (c) A copy of the Skills Profile document will be forwarded to the line manager for their use during the redeployment process.
- (d) OD&HR will check that the employee has access to the Council's Internal Vacancy Bulletin (IVB) and ensure it is sent direct to the employee.

3.3 Stage 3

- (a) OD&HR will be responsible for maintaining a summary of the Central Redeployment Register on ICON and employees will be identified through an I.D. Number. The designated Human Resources Advisor should complete a pro forma detailing the relevant information required on the employee for the Central Redeployment Register. (Appendix 5)
- (b) Any recruiting manager must consider the Central Redeployment Register prior to submitting a 'Request to Advertise' form to OD&HR.
- (c) If the recruiting manager identifies a potential candidate from the Central Redeployment Register, then they should contact the relevant Human Resources Advisor and quote the employee I.D. number for further information and access to the employee's Skills Profile.
- (d) The Human Resources Advisor will be responsible for arranging any meetings between the employee and the recruiting manager. A record should be maintained by the designated Human Resources Advisor detailing all posts that the employee has been considered against during the redeployment search. (Appendix 6)

- (e) If there is more than one suitable candidate from the Redeployment Register then a restricted interview process may take place. (Appendix 7)
- (f) The recruiting manager should arrange to complete an interview assessment form and forward to the relevant Human Resources Advisor.

3.4 Stage 4

- (a) Any offer of alternative employment will be subject to the Council's safer recruitment practices and the Human Resources Advisor responsible will arrange for the employee to complete the necessary checks.
- (b) Offers of redeployment will be made at the salary rate attached to the post. There will be no protection where detriment occurs in respect of salary or terms and conditions of service except where redeployment occurs due to reasons of restructure/redundancy (to be updated as per Committee decision). Further details can be found within the Redeployment Policy, paragraph. 7.1.
- (c) Any offer of alternative employment will be subject to a four week trial period during which time, the employee and the new line manager will assess whether the post constitutes a reasonable offer of employment. (Appendix 8)
- (d) On commencement of the trial period, the employee and the new line manager should meet to agree a programme of development, which should be reviewed on a weekly basis in order to identify and address any arising issues/concerns.
- (e) The new line manager will arrange for the employee to undertake the Service Induction process.
- (f) OD&HR will issue written confirmation when the employee has successfully completed their trial period. (Appendix 9)
- (g) If an offer of suitable alternative employment is made and is unreasonably refused, notice of termination of employment may be issued by OD&HR. This will also include details of the employee's right of appeal. (Appendix 10)
- (h) In cases where the trial period is unsuccessful, the redeployee will return to their substantive Service and the Central Redeployment Register for the balance of their time. (Appendix 11)

- (i) If suitable alternative employment is found during any notice period, then, if necessary, the notice period will be extended to take account of the required trial period. (Appendix 12)
- (j) Although notice of termination of employment would have been given formally at the start of the redeployment process, this should be reiterated towards the end of the redeployment period if no suitable alternative employment has been found. (Appendix 13)

3.5 Stage 5

- (a) The provisions of the redeployment process will cease to apply when the employee has satisfactorily completed their trial period or on termination of employment.

3.6 Stage 6

- (a) Where redeployment has occurred and detriment is applicable due to redundancy, restructure, or ill health (as defined by LGPS criteria) Finance Services should issue a Certificate of Material Change to the employee.

4. MISCELLANEOUS

- 4.1 Where job adjustments are required either to an employee's substantive post or alternative employment found through the redeployment process, the employee should consider making an application to the government initiative, Access to Work.

5. RIGHT OF APPEAL

- 5.1 Any employee who was eligible for redeployment but whose contract of employment has now been terminated has the right of appeal to the Human Resources Appeal Board.

6. TABLE OF APPENDICES

Appendix Number:	Description:
1	Checklist for Initial Redeployment Meeting
2	Employee Information Pack
3	Workplace Assessment
4	Letter confirming redeployment after meeting

5	Redeployment Pro-forma
6	Record of Posts considered for redeployment
7	Letter - Invite to Interview
8	Letter - Offer of Redeployment and Written Statement of Terms and Conditions of Employment
9	Letter - Confirmation of Redeployment
10	Termination of Employment – Letter after refusal of suitable alternative employment
11	Letter – 4 week trial period unsuccessful
12	Letter – Extension of Notice Period
13	Letter – Termination of Employment – no suitable redeployment found

APPENDIX 1

CHECKLIST FOR INITIAL REDEPLOYMENT MEETING

POINT TO COVER:	COMPLETE
Explain reason for redeployment, including why job adjustments are not possible and timescales involved.	
If restricted duties are to apply, confirm the restrictions and advise the employee on what they can and cannot do. Provide details on how long the restricted duties can be sustained and whether there is to be a change in location.	
Discuss any work placements that have or need to be arranged. Consider whether a risk assessment is required and arrange for this to be undertaken as soon as practicable possible.	
Discuss the type of work the employee may be considered for, and whether they have any requests, i.e. may not want to be considered for specific types of work.	
Any other considerations, i.e. hours, pay requirements, etc.	
Explain offers of redeployment will be made at the salary rate attached to the post.	
Discuss Skills Profile document providing advice on how it should be completed. Issue at meeting or send to employee. Advise employee their current line manager will be available for assistance in completing the form. Must be returned to OD&HR within 5 working days.	
Access to Work - explain how the employee can assist the Council with their redeployment (if applicable).	
Highlight the employee's placement on the Central Redeployment Register and how vacancies will be considered against their skills and experience.	
Ensure the employee is advised that the Central Redeployment Register is kept on ICON but that their confidentiality will be maintained and how.	
Explain what happens when a post is identified, e.g. DDA employees being a priority, restricted interview where applicable, informal meeting, etc. Also cover access to IVB.	
Explain how the trial period works and how the Council will deal with any unreasonable refusals of employment.	
Unsuccessful redeployment search and the possibility of a termination of employment.	
Issue employee with the Redeployment Information Pack.	

APPENDIX 2

INVERCLYDE COUNCIL EMPLOYEE INFORMATION PACK ON REDEPLOYMENT

The following notes provide you with an explanation of the redeployment process.

Redeployment Policy:

A copy of the policy is enclosed for your information. It is recommended that you read this thoroughly and familiarise yourself with the document.

Responsibilities:

You, the Employee:

Will be expected to be positive and proactive in seeking suitable alternative employment. Completing documentation within the recommended time frames, researching potential job opportunities, professionally presenting yourself for interview, and co-operating with organised training opportunities.

Your Employing Service:

Will make every effort to identify suitable alternative employment within that Service and all other Council Services.

Organisational Development and Human Resources (OD&HR):

Will co-ordinate a corporate redeployment search, if required, and advise on any issue as deemed appropriate.

All Other Council Services:

Will be expected to consider redeployment applications objectively and fairly and also take positive steps to ensure, as far as is practicable, that any proposed redeployment is successful by providing appropriate training where practicable, support and regular reviews of progress.

Occupational Health Service:

Will provide medical advice and assist in determining suitable alternative employment and/or any reasonable adjustments that might have to be considered.

Your Trade Union Representative:

May participate in the process subject to your approval and support the spirit of the scheme to ensure its successful application.

The redeployment process:

The process to be followed in your redeployment is as follows:

- a) You will have already met with your line manager and/or the Human Resources Advisor who will be responsible for assisting your redeployment. At this meeting, the reasons for redeployment will have been covered and the process to be followed. Your length of time on the Central Redeployment Register will also have been explained.

- b) Completion of the Skills Profile document:

You will have been issued with a Skills Profile document to complete, which will provide recruiting managers on details of your work experience, skills and abilities. It is essential that you complete this form accurately and include all the information requested. For example, you must provide details of all your work experience (including voluntary work) whether or not you consider it relevant and account for any gaps in your employment record. Your line manager will be available for any assistance you require in completing this form.

The information you provide will be assessed against the job criteria set out in the person specification for any potential posts. If at any time you wish to update this form then you should contact the Human Resources Advisor responsible for your case, as soon as possible.

- c) Consideration for alternative employment:

Your line manager will consider you against any current or pending vacancies within your Service and will continue to do so throughout the redeployment process. OD&HR will arrange for you to have access to the Council's Internal Vacancy Bulletin. Any posts of interest should be highlighted by you to the Human Resources Advisor responsible for your case.

Your details will be recorded on the Council's Central Redeployment Register, which is available to recruiting managers via ICON. The purpose of this system is so that recruiting managers have the opportunity to consider your details against their vacancy before they arrange to have it advertised. Please be assured that your identity will be protected through the use of an Identification Number (I.D.), which will only display information on your current skills, abilities, experience and potential areas for suitable alternative employment. Recruiting managers interested in your details will contact the relevant Human Resources Advisor and quote your I.D. number to receive further information and a copy of your Skills Profile document.

d) Training:

Your line manager will, where practicable, source and provide on the job training that will assist in your redeployment. If this is not possible, a work placement based elsewhere within the Authority may be sourced. At the end of any organised work placements, you will be expected to take part in a review with the supporting manager.

Please contact the Human Resources Adviser responsible for your case if you require any further training, eg. interviewing skills, computing.

e) Interviews:

If there is more than one suitable candidate on the Council's Central Redeployment Register, then a restricted interview process may take place. If you are deemed the only suitable candidate, an informal meeting will be arranged between yourself and a representative from the appropriate Service to discuss the post.

f) Recruitment checks:

The Council's safer recruitment practices will apply in all cases before any offer of alternative employment is agreed. These checks will include the following:

- The recruiting manager will be required to complete an interview assessment form which will be stored within your personal file.
- A reference completed by your direct line manager.
- A pre-employment health questionnaire checked and signed off by the occupational health nurse or G.P, where applicable.
- Disclosure Scotland or Criminal Convictions check depending on the post.
- Evidence of your entitlement to work within the U.K. unless this has been previously satisfied.
- Evidence of your qualifications relevant to the post where they have not been previously checked.

g) Offer of alternative employment:

Any offer of alternative employment will be subject to a four week trial period to ensure that you meet the requirements of the post, but this will also provide you with the opportunity to gauge whether the post is suitable for you. If you consider the post to be unsuitable, you must confirm your reasons in writing to the Head of Organisational Development and Human Resources. If the reasons given are deemed acceptable by the Head of Organisational Development and Human Resources then you will return to your substantive Service either on restricted duties, or supernumerary to the establishment, for the remaining redeployment period. If the redeployment and notice period has expired, then your employment may be terminated.

Offers of redeployment will be made at the salary rate attached to the post. Protection (to be updated as per Committee decision).

Please note that if the reasons for refusing an offer of employment is considered unreasonable, you may be placing your employment at risk and subject to termination.

h) Access to Work

An employee may wish to make an application to Access to Work to assist the Council in implementing any adjustments required to work premises or working arrangements. Further details can be sought directly from The Employment Service or OD&HR.

APPENDIX 3

**REVIEW FORM
WORK PLACEMENT ASSESSMENT**

EMPLOYEE:	
SECTION:	
ASSESSMENT REVIEW PERIOD:	

1. List core responsibilities undertaken during work placement.
2. List any key accomplishments.
3. Please comment on the following assessment factors based on the person specification and job description of the post:

Performance Factors	Comments
Job Knowledge/Technical Skills	
Communication Skills	
Problem Solving	
Planning and Organisational Skills	
Quality of Work	
Interpersonal Skills	
Initiative and Resourcefulness	

4. List all formal and informal induction and training received during placement.

5. Please list any future training requirements.

6. Any further comments.

Employee

.....

.....

Manager:

.....

.....

.....

Employee signature:
Line manager signature:

APPENDIX 4

Human Resources
Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Redeployment

I refer to our meeting on **DATE**, and am writing to confirm that you are to be redeployed from your current post without delay. This is necessary **(choose reason)** *a) to comply with the instructions provided from occupational health, which are that you should not be permitted to continue in your current role OR b) based on the recommendations of our investigative report, which was provided to you on DATE OR c) due to the restructure of NAME SERVICE, which has resulted in your post no longer being required by the Service OR d) due to budget savings required within NAME SERVICE and your post being identified by management as a position that no longer requires to be part of the establishment.*

(For use in medical cases) Prior to considering redeployment, it is important to consider the possibility of making adjustments to your current role. Unfortunately, this is not a possibility as **DETAIL REASON**.

(For use in medical cases/some other substantial reason) The redeployment exercise will continue if required until **DATE**. You will be maintained on restricted duties within **SERVICE AREA** during the search for suitable alternative employment. If suitable alternative employment is found, you will transfer on the terms and conditions for the post. Any offer of alternative employment will be subject to a four week trial period for both parties involved. I should also confirm that if no suitable vacancy is found by **STATE END OF REDEPLOYMENT SEARCH PERIOD**, then your employment with the Authority will be terminated on the grounds of **STATE REASON FOR TERMINATION**. If,

at any time during the process, you no longer wish to be considered for redeployment then you should notify me immediately.

(For use in restructure/redundancy) The redeployment exercise will continue if required until **DATE**. Any offer of alternative employment will be subject to a four week trial period for both parties involved. The salary and conditions of service will be the rate attached to the alternative post. There will be no preservation of salary in cases where a detriment occurs. I should also confirm that if no suitable vacancy is found by **STATE END OF REDEPLOYMENT SEARCH PERIOD**, then your employment with the Authority will be terminated on the grounds of **STATE REASON FOR TERMINATION (if applicable add - and you will be entitled to a redundancy payment of £XXXX)**.

The redeployment process requires you to complete a Skills Profile document, to allow a comparison to be made between your qualifications and experience, and the associated criteria inherent in appropriate vacancies. This document (was issued during our meeting **OR** is enclosed for your completion) and should be returned directly to myself within five working days. Please note that you can only be considered for posts where you meet the essential criteria (as detailed in the person specification) or where you could meet the essential criteria following an appropriate reasonable adjustment or with a reasonable amount of training.

Organisational Development and Human Resources will check that you have access to the Council's Internal Vacancy Bulletin (I.V.B.), ensuring it is sent directly to you. If you should view anything of interest, please contact me to discuss the vacancy further.

I hope that through our meeting and this letter, you have been given a thorough explanation of the redeployment process. If, however, you wish to discuss any issue relating to your position or the redeployment process then please do not hesitate to contact me.

Yours sincerely

NAME
TITLE

cc Line Manager
Union Representative

Enc

APPENDIX 5

REDEPLOYMENT PRO FORMA

NAME:

ADDRESS:

CURRENT POST:

GRADE:

REASON FOR REDEPLOYMENT:

DATE OF ABSENCE FROM WORK
(if applicable):

CURRENT PAY STATUS:

CURRENT CIRCUMSTANCES:

MEDICAL ADVICE OBTAINED:

SKILLS PROFILE AVAILABLE:

SUMMARY OF SKILLS PROFILE FOR
CENTRAL REDEPLOYMENT REGISTER:

I.V.B. TO BE ISSUED TO:
(HOME/WORK/EMAIL)

SUMMARY OF POSSIBLE SUITABLE WORK:

REMARKS :

I.D. NUMBER FOR CENTRAL
REDEPLOYMENT REGISTER ON E-LINK:

DESIGNATED HUMAN RESOURCES ADVISOR:

DATE:

APPENDIX 6

RECORD OF POSTS CONSIDERED FOR REDEPLOYMENT

DATE:	POST NO:	JOB TITLE:	SERVICE:	LINE MANAGER:	OUTCOME:	COMMENTS:

APPENDIX 7

Human Resources
Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Invite to interview

Further to our telephone conversation, I would confirm that a restricted interview process has been arranged for the post of **POST TITLE**, within **SERVICE AREA**, due to the number of applicable candidates from the Central Redeployment Register.

You have been selected for interview and the arrangements are:

Date:
Time:
Venue: .

On arrival, please report to reception and ask for **NAME OF CHAIRPERSON**.

Enclosed is the post job description and person specification, which you should review prior to interview.

Yours sincerely

NAME
TITLE

cc Recruiting Manager

Encs

APPENDIX 8

Human Resources

Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

**REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett**

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Offer of redeployment and written Statement of Terms and Conditions of Employment

Post:
Post Number:
Service:
Grade:
Placing:
Location:

On behalf of Inverclyde Council, I am pleased to confirm the offer of appointment to the above post with effect from **DATE**. A statement of terms and conditions is enclosed. ***(If there are any outstanding safer recruitment checks, please mention in this paragraph that the offer is subject to fulfilling these)***

Only include the following paragraph, where the employee is transferring pay cycle (please note that you will need to change the wording depending on the type of pay cycle change): (Your transfer to four weekly pay will be effective from **DATE**, with your first pay date being on **DATE** and thereafter, every fourth Wednesday. You will receive a weekly pay on **DATE** and **DATE** for hours worked within your substantive post.)

Under the terms of transfer you will be entitled to a four-week trial period in this post. If you consider that the post is not a suitable offer of employment, you must detail your reasons in writing to the Head of Organisational Development and Human Resources within four weeks of the date of transfer. If management considers that this is not a suitable offer of employment, this will be discussed with you at the earliest opportunity and within four weeks of the date of transfer. ***Or if the redeployment offer is likely to be very short-term add the following:*** (As the post is temporary, covering the long term sickness of the substantive postholder, we will continue our search for a suitable redeployment opportunity. Under the terms of

transfer you would be entitled to a four week trial period, however, due to the length of the contract we will not apply this condition until you have been offered a permanent or a more long term opportunity.)

Only include the following if the post is temporary: (As our offer of redeployment is temporary, we will recommence the process of redeployment when the substantive postholder returns from (secondment **OR** sickness absence). I would confirm that should the substantive postholder decide not to return and your performance is satisfactory, then you may be offered the post on a permanent basis.

Please indicate your acceptance of the post by signing and returning the appropriate copy of the statement of terms and conditions to Organisational Development and Human Resources as soon as possible.

May I take this opportunity to wish you well in your new post within **SERVICE**.

Yours sincerely

NAME
TITLE

Enc Statement of Terms and Conditions of Employment

APPENDIX 9

Human Resources

Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

**REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett**

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Post:
Service:

Further to my offer letter dated DATE, I write to confirm your redeployment to the post of **TITLE** in **SERVICE AREA**.

Your redeployment trial period is now complete, and should you wish to change posts in future, you will be required to follow the normal recruitment procedure of applying for vacancies advertised in the Internal Vacancy Bulletin, copies of which are forwarded to your workplace and available on ICON.

I would like to wish you every success in your new post.

Yours sincerely

NAME
TITLE

cc New line manager
Union representative

APPENDIX 10

Human Resources
Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett

Tel: Direct Line 01475 71
Fax: 01475 712726
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Termination of employment

I refer to your letter received by our office on **DATE**, which detailed your reasons for rejecting our offer of alternative employment issued on **DATE**.

Having considered your reasons at our meeting on **DATE**, I would confirm that it still our opinion that you have been offered suitable alternative employment. Since you continue to refuse our offer of alternative employment, and in line with the Council's Redeployment Policy, I hereby give you notice to terminate your employment with the Council by reason of **STATE REASON, I.E. CAPABILITY, REDUNDANCY, ETC.**

Your effective date of termination of employment with Inverclyde Council is **TODAY'S DATE**. As you have **STATE NO. OF YEARS SERVICE** years continuous service with the Council, you are entitled to **NO. OF WEEK'S ENTITLEMENT** weeks' paid notice of termination of employment. Your employment is being terminated with immediate effect, therefore, you will receive **NO. OF WEEK'S ENTITLEMENT** weeks' pay in lieu of notice. **(IF APPLICABLE - You will also receive XX days annual leave entitlement, which is the remainder of your pro-rata holiday entitlement for DETAIL YEAR.)**

Should you wish to appeal against this decision you may do so in writing to the Council's Human Resources Appeals Board through the Head of Organisational Development and Human Resources, Municipal Buildings, Clyde Square, Greenock, within fourteen days of receipt of this letter.

Yours sincerely

NAME
TITLE

cc Current line manager
Union representative

APPENDIX 11

Human Resources
Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Post:
Service:

Further to our meeting on **DATE**, I would confirm that your four week trial period for the post of **POST TITLE** has been deemed unsuccessful. The reason for this decision is **STATE REASONS**.

As a result, I would confirm that our offer of alternative employment dated **DATE**, has been withdrawn and therefore, you will return to your substantive post of **POST TITLE**, within **SERVICE AREA**, for the remainder of the redeployment period.

I trust this clarifies the position, however, do not hesitate to contact me on the above number should you wish to discuss the matter.

Yours sincerely

NAME
TITLE

cc Line manager
Union representative

APPENDIX 12

Human Resources
Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Extension of Notice Period

I refer to my letter dated **DATE**, and would confirm that your termination of employment date has been extended to **TERMINATION DATE**, to take account of the trial period you are currently undertaking for the post of **POST TITLE**, within **SERVICE AREA**.

Should this trial period prove successful, our offer of employment will be confirmed and no termination of employment will occur.

If, however, the trial period is deemed unsuccessful or you reject our offer of alternative employment, your contract of employment with the Authority will terminate on **DATE**.

Yours sincerely

NAME
TITLE

cc Line manager
Union representative

APPENDIX 13

Human Resources
Municipal Buildings
Clyde Square
Greenock
PA15 1LX

**Head of Organisational Development
and Human Resources: Alasdair Moore**

REGENERATION AND RESOURCES
Corporate Director: Aubrey Fawcett

Tel: Direct Line 01475 71
Fax: 01475 71
Textphone: 01475 712910
Email:
Enquiries to:
Our ref:
Your ref:
Date:

Dear

Termination of employment

I refer to the letter sent to you on **DATE**, which detailed your redeployment situation and confirmed that the provisions of the Council's Redeployment Policy would apply, effective from **DATE**.

You will recall this letter explained that in the event of suitable alternative employment not being identified by **DATE**, your employment with the Council would be terminated.

Since your addition to the Council's Central Redeployment Register on **DATE**, no suitable alternative employment has been identified and therefore, I hereby give you notice to terminate your employment with the Council by reason of **STATE REASON, I.E. CAPABILITY, REDUNDANCY, ETC.**

Your effective date of termination of employment with Inverclyde Council is therefore, **END OF NOTICE PERIOD DATE**. This includes your entitlement to **X** weeks notice and is calculated on the basis of one week's notice for each complete year of continuous local authority service up to a maximum of twelve weeks.

During your period of notice, you will receive your normal contractual pay and will remain on the Central Redeployment Register. Efforts will continue to be made to identify suitable alternative employment, but no guarantee of such employment is made and if none is found, your employment with the Council will end on the scheduled date.

If suitable alternative employment is identified during your notice period and you are required to undertake an assessment period, your notice period and the date of termination of your employment will be extended by the requisite period.

Should you wish to appeal against this decision you may do so in writing to the Council's Human Resources Appeals Board through the Head of Organisational Development and Human Resources, Municipal Buildings, Clyde Square, Greenock, within fourteen days of receipt of this letter.

Yours sincerely

NAME
TITLE

cc **Line manager**
 Union representative

(END OF DOCUMENT)

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

Essential Information

Name of the policy:

Redeployment

Is this policy:

New

Reviewed

Name of Officers completing this form:

Angela Rainey

Designation (s):

HR Team Leader

Department:

Organisational Development & Human Resources

Date of Impact Assessment:

17th February 2009

Aims and Objectives

1. Does the policy affect people? Yes No

2. What are the main aims of the policy? Please list:

- to provide fair and consistent consideration of our employees who are subject to redeployment, and
- ensure the Authority is fulfilling it's legal obligations under the Disability Discrimination and Employment Rights legislation.

APPENDIX 3

3. Who is affected by the policy or who is intended to benefit from the proposed policy and how? Please list:

- all permanent employees and those who are in fixed term or temporary employment but with one year or more service;
- teachers, but only when the following policies are not applicable: 'Deployment of Teachers Surplus to a School's Overall Establishment' and 'School Accommodation – Staffing Policy';
- where the criteria of the D.D.A is met, fixed term and temporary employees with less than one years' service will be considered.

4. How will you put the policy into practice and who will be responsible for delivering it? (e.g. other Council departments, partner agencies, communities of interest, equality target groups. Who else is involved in the delivery of this policy?)

Publishing, training, forms adapted to influence management to consider redeployment before requesting the advertisement of a vacancy. Responsible for delivering the policy will lie with HR, Management, Trade Unions and the Employee subject to redeployment.

5. How have they been involved in the process? (e.g. consultation, stakeholders, council working groups)

Consultation has been undertaken with Management, Trade Unions, but also with a focus group which was made up of representatives from ICOD, CCF, and volunteer employees.

6. What resources are available? Is there any change in the resources available?

There is no expected impact on resources.

7. How does this policy impact on other policies?

This policy will complement and support other Council policies and procedures.

8. How does the policy fit within the wider aims of the Council?

This policy will ensure the Council is utilising it's existing workforce, ensuring disabled employees and/or those who become disabled have every opportunity to remain in employment with the Council.

9. How does this policy impact on different groups of people?

This policy will have a positive or neutral impact on all equality groups.

APPENDIX 3

10. What evidence do you have to help identify any potential impacts of the policy? (Evidence could include: consultations, surveys, focus groups, interviews, projects, user feedback, complaints, officer knowledge and experience, equalities monitoring data, publications, research, reports, local, national groups.)

Evidence	Details
Consultation	See 5 above.
Research	See 5 above. We also gathered information from other Local Authorities on their redeployment policy and processes.
Officer's knowledge and experience (inc feedback from frontline staff).	Developed by MCIPD qualified professional with key input from Management, Trade Unions, Disability Groups, and other HR colleagues who are also MCIPD qualified.
Equalities monitoring data.	Redeployment register records key equality information, such as gender, ethnic, disabled, etc
User feedback(inc complaints)	The policy has operated informally for many years and informal feedback received throughout this process from Management, Trade Unions, and Employees has been incorporated into the document.
Stakeholders Other	See 3 above.

APPENDIX 3

11. Impact

What does the information tell you about the potential impact of this policy on the following equality groups?

Equality Target Group	Positive Impact +	Neutral Impact =	Negative Impact -	Cross cutting theme
Race		=		
Disability	+			Unemployment
Gender (male, female, transgender)		=		
Religion and Belief		=		
Age		=		
Lesbian, Gay and bi-sexual		=		
Other groups to consider				

12. From the Equality Target Groups you have highlighted above describe the positive and negative impacts and the groups affected.

Positive impacts (describe groups affected)	Negative impacts (describe groups affected)
<p>Policy will allow for consideration of job adjustments to be made to substantive post, or if this is not possible, a search for alternative employment to be undertaken. By considering both you are attempting to reduce the likelihood of unemployment.</p>	
<p>If you do not have any potential negative impacts go to Question 14 and summarise the results of your assessment.</p>	

APPENDIX 3

13. If you have identified any negative impacts use the matrix below to identify the level of the negative impact and the number of people potentially affected by the negative impact.

Number of People	<p>Your policy is likely to be unlawfully discriminatory.</p> <p>Refer to the EIA Guidance on how to modify your policy.</p>	<p>Your policy is likely to be directly discriminatory</p> <p>You must reject or substantially modify your policy</p>
	<p>Consider ways in which you can minimise or remove any low level negative impact that affects a small number of people.</p>	<p>Your function or policy is likely to be unlawfully discriminatory.</p> <p>Refer to the EIA Guidance on how to modify your function or policy.</p>
	<u>LOW</u>	<u>HIGH</u>

Level of Negative Impact

<p>14. Summarise the results of the Equality Impact Assessment. Include any action which has been taken as a result of the Equality Impact Assessment. Please note if you have changed, modified or consulted on your policy.</p>
<p>Overall the policy appears to be positive and no amendments, modification has been required. Consultation has been carried out as detailed under 5 above.</p>

APPENDIX 3

15. How will the implementation of the policy be monitored?

The Central Redeployment Register will monitor employees using the policy but will also demonstrate how many are successful in achieving alternative employment. Current recruitment forms will also be adapted so that Management are required to consider employees on the Central Redeployment Register before gaining authorisation to advertise a vacant post within their Service. Regular feedback from employees using the policy and their representatives.

16. How will the results of monitoring be used to develop the policy?

The ongoing monitoring and review of the policy will include action to amend, where required, in consultation with specific groups.

17. When is the policy due to be reviewed?

Twelve months from implementation and thereafter every 3 years unless legislative requirements determine otherwise. Any changes will be taken through the EIA process.

18. Please use the space below to detail any other matters arising from the Equality Impact Assessment process.

The impact assessment should now be authorised by the officers.

Policy Title	:
Name of Person (s) who completed the Assessment	Name: Angela Trainer Position: HR Team Leader Date: 17/02/09
Authorised by:	Name: Position: Date:

On completion of this step the Equality Impact Assessment will be published on Inverclyde Council's Website.

Glossary of Terms

Direct Discrimination: treating a person less favourably than another on the grounds of race, disability, gender, sexual orientation, religious/political belief or age.

In direct discrimination: the application of a 'provision, criterion or practice' that puts people from different backgrounds at a particular disadvantage and cannot be shown to be a proportionate means of achieving a legitimate aim.

The term '**positive action**' refers to a variety of measures designed to counteract the effects of past discrimination and to help eliminate stereotyping of any kind. Under this broad definition positive action may include initiatives such as the introduction of non-discriminatory selection procedures, training programmes or policies aimed at preventing any harassment.

Positive discrimination This is where members of a particular group are given preference over others for no other reason than their belonging to that group. Positive discrimination is **unlawful**.