

EFFECTIVE DEPLOYMENT OF DISPLACED INDIVIDUALS (EDDI) – REWARD FRAMEWORK

BT is committed to managing its people in a fair and reasonable way, and maximising people's capability. BT will actively search for a suitable alternative job and provide appropriate re-skilling/retraining for someone whose job is displaced. Both BT and Connect accept the importance of ensuring that people are employed on work commensurate with their training, experience and current grade within the Reward Framework and that will be the focus of efforts to redeploy individuals. The use of modern technology, where it is practical and cost effective, should be considered if it allows an individual to be employed on work commensurate with their substantive salary.

However, where no opportunities exist at that grade/band of the redeployee, BT and Connect accept, subject to this process, that people will be required to take up a reasonable job offer on a lower salary range. This will be either on terms in line with those set out in the RF Guidance relating to movement to a lower paid role within the Reward Framework or, if the role is within the NewGRID grading structure and the individual's current salary is greater than that of the lower grade max on a mark time pay basis. This is in line with BT's Redeployment policy set out in <http://humanresources.intra.bt.com/index/resourcing/redeployment/resourcing-newpage-6.htm> relating to movement to a lower paid role.

Where this is the case, we both undertake to co-operate fully in pursuit of our shared objective to continue efforts to deploy people who are deployed on a lower grade onto suitable work at their substantive salary at the earliest opportunity. Such individuals will be given priority in filling roles at their substantive grade.

This process reflects an agreement between BT and the Connect Section of Prospect and will apply where, for operational reasons, an individual is displaced from their present post, and will be applied with the support of the Business Unit HR team. Throughout the process the Line Manager is responsible for fully documenting each stage. The individual should also document all personal steps taken.

- 1.** The Line Manager should interview the individual as soon as s/he is displaced to:
 - identify their personal preferences and circumstances
 - confirm their skills, aptitudes and experience
 - discuss the full range of available opportunities and any requirement for retraining/re-skilling.

These discussions should include consideration of opportunities outside an individual's existing skill set and/or location, including the feasibility of remote working.

- 2.** Line Managers should, in the first instance, seek to find people a job at the same basic rate of pay and banding to that which they are currently receiving. Where a suitable alternative job is available it should be offered to the individual ahead of any other resourcing practice, eg. promotion/recruitment/short term cover/agency/contractor. If the job is outside their current field of experience, the individual should be given, where possible, the opportunity to assess the characteristics and implications of the role.

The suitability of a job should be considered in the context of:

- the range of immediate opportunities within the geographical area
- its location and travelling time, to and from
- the skill requirements
- the individual's capability, potential and re-skilling/retraining needs, and
- the individual's personal circumstances.

3. Should the individual refuse to accept a reasonable alternative job offered the Line Manager should seek to resolve the situation as a matter of urgency. The individual should be given 3 working days to allow further thought and consideration. (Where this is impractical sufficient additional time may be allowed but the focus should be on meeting the set timescales.) If s/he continues to refuse the offer, the individual must explain why the job is unsuitable and the Line Manager should seek to resolve any concerns the individual might have, involving the Business Unit HR Manager.

4. If, having reviewed the situation, the Line Manager accepts that the concerns of the individual are justified then s/he will not be directed into the job and the search for a suitable job will continue.

5. However, should the Line Manager and the HR Manager agree that the job is suitable then the Line Manager should advise the individual in writing of the decision, and that the Fast Track Resolution Procedure will commence. The HR Head (or their designated representative) should immediately contact BT ER with full case details. BT ER will, in association with the Connect Section of Prospect, seek to resolve the case, wherever possible within 5 working days, under the Fast Track Resolution Procedure. This will involve immediate discussions with the appropriate Prospect officials to assess the reasonableness of the job offer. If the outcome of this procedure is that the job offered is considered unreasonable the Line Manager should advise the individual and ensure that the search for a suitable job will continue.

6. However, where the job offered is considered reasonable by both the Company and the union the following steps should apply:

- The Union will advise the individual as to the reasonableness of the offer, that it is in line with the agreed criteria and that it is fair and consistent with the agreed processes and procedures.
- The Line Manager should answer the individual's concerns and explain why the job is considered suitable.
- The Line Manager should advise the individual that a further refusal to take up the job will be deemed as a refusal to accept a reasonable instruction, which will lead to disciplinary action being taken against them.
- The Line Manager will then direct the individual into the job.

7. If the individual continues to refuse to take up the job the Line Manager should notify the individual immediately, in writing, of the severity of the situation and invite them to an interview with a manager, senior to that of the individual who took the original decision, to determine the facts of the case and give the individual an opportunity to state his/her case before a final decision is made. This interview should be on a specified date, normally within 5 working days. Where this is impractical sufficient additional time may be allowed but the focus should be on meeting the set timescales.

At this interview, the individual may be accompanied by a friend, who must be a BT employee and/or a representative from a Trade Union recognised by the Company. The interviewing manager will consider the points put forward by/on behalf of the individual and then will either:

- decide that the original decision to direct was inappropriate and re-instate the job search process

or

- decide that the original decision to direct was appropriate, re-offer the job to the individual, advising that continued refusal to accept would result in disciplinary action which may lead to suspension and subsequently dismissal. If at this point the individual agrees to accept the job the procedure will cease.

However, if the individual has continued to refuse the reasonable job offer, the Company would, immediately following the interview, advise both the individual and the relevant senior officer of the union in writing of the intention to issue a notice of dismissal.

8. If within a further two working days of reflection the individual does not agree to accept the job offered, notice of termination will be given. Any appeal will be subject to the established personnel procedures.

A REASONABLE JOB OFFER - GUIDANCE FOR MANAGERS

The Company's overriding aim is to maximise the existing capability of individuals; where this cannot be achieved it is reasonable to offer an alternative job that is within their potential, after suitable retraining/re-skilling, taking account where possible of personal preferences and circumstances.

The following provides guidance to line managers on what might be considered a reasonable job offer. However, each case needs to be considered on its own particular merits and in light of the individual's personal circumstances.

Range of Potential Opportunities – Although the clear focus of the company's redeployment policies is to redeploy people at their substantive grade, where this proves not to be possible, individuals may be asked to perform any duties at or below their current personal pay level (with mark time pay where appropriate) which are within their capability and/or potential. The individual's suitability for different types of work should be assessed before a decision on an alternative job is made.

Within the Geographical Area - In certain geographical areas BT's operations will potentially provide a range of alternative job opportunities. In this situation it is reasonable that this range is quickly explored with the individual before a job is offered, so that the best match can be made in terms of skills/pay etc. Where BT operations are unable to provide for more than a single opportunity it will be considered reasonable for this to be offered, provided it is within the individual's capability and/or potential.

Location of Job - In some cases a job offered may require an individual to change their travel arrangements or incur additional journey time. It is impractical to give definitive guidance on what would constitute a reasonable offer to cover all instances, given the range and complexity of revised travel arrangements that may arise and the availability and frequency of public transport in any particular locality. However, as a general guide it may be considered reasonable to offer a job that involves an extra journey time on a regular basis of up to 45 minutes each way, so long as total travelling time does not exceed 90 minutes each way, on a regular basis. However, where an individual's current journey time is greater than 90 minutes, it would be reasonable for an alternative job to be equal to or within the travelling time of the current job. Any exceptional personal circumstances will be fully considered in determining the reasonableness of a proposed location.

If no jobs are available within these parameters mutual consideration should be given to seeking a reasonable job further afield if the individual is willing to consider such a move on a voluntary basis. The prevailing relocation terms would apply in such circumstances.