FALKIRK COUNCIL

REHABILITATION AND REDEPLOYMENT POLICY & PROCEDURE

[For all employees including teachers]
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PART 1

1.0 POLICY STATEMENT

Falkirk Council recognises that its employees are its most important asset and that all employees must be treated fairly with dignity and respect in a consistent manner throughout their working life.

To maintain service provision, the Council requires individuals to attend work and undertake the duties they are paid to do and aims to achieve this by high attendance at work and reducing sickness absence. The Council accepts that circumstances may occur which impact on employees’ ability to attend work, undertake the duties of their post, or continue in their post, either on a temporary or permanent basis. Where this occurs, the Council will make every reasonable effort to facilitate a return to work and/or find suitable alternative employment. The Council is committed to implementing a fair and proper means of supporting employees who experience such situations.

PART 2 – POLICY

1.0 INTRODUCTION

The aims of this Policy are to:

- Achieve high attendance at work and reduce sickness absence levels by facilitating pro-active rehabilitation and redeployment processes ensuring reasonable adjustments are considered and where appropriate implemented;
- Promote the retention of employees who experience ill health or disability, ideally in their substantive post by making reasonable adjustments, or in a suitable alternative position;
- Where appropriate and recommended, identify and facilitate suitable alternative employment as an alternative to dismissal for reasons involving capability, disciplinary, redundancy, or Dignity at Work;
- Comply with the legal framework of Employment legislation, Health & Safety at Work Regulations, and the Disability Discrimination Act;
- Ensure that managers adopt a fair and consistent approach, taking account of individual circumstances, whilst seeking to achieve appropriate and reasonable adjustments to retain such employees.

In order to support these aims, Falkirk Council has Redeployment Co-ordinators based centrally in Corporate Services to support managers and employees in the redeployment process.

2.0 SCOPE

This Policy applies to all employees of Falkirk Council. Rehabilitation and/or redeployment may be considered on the following grounds:

- Capability [Health]: where an employee is unable to undertake the full range of duties as a consequence of ill health, disability, and covers both long and short term absence issues;
• Capability [Performance]: where an employee has been given high levels of support and training to reach the performance standards required for the post, but has been unable to achieve them and is clearly demonstrating an inability to achieve them in the future;

• Redundancy: where an employee’s post has become redundant, and in order to avoid a compulsory redundancy situation (it should be noted that the Council has a no redundancy understanding with Trade Unions, although there may be exceptions to this, such as the end of a long term temporary contract, but only after a redeployment search has been exhausted). All such cases must be discussed with the Service HR Adviser.

• Grievance: as a result of a Grievance Hearing or Grievance Appeal, where this is the recommendation of the Hearing;

• Dignity At Work: for reasons related to Dignity at Work, the employee is unable to remain in their substantive post;

• Disciplinary: as a result of a Disciplinary Hearing or Disciplinary Appeal, where this is the recommendation of the Hearing.

3.0 OCCUPATIONAL HEALTH REFERRAL

Where any of the above scenarios result from an employee’s ill health, it is essential that any sickness absence is correctly managed and that managers refer employees to Occupational Health [OH] at an early stage. This will ensure that reasonable adjustments are considered and employees are offered rehabilitation or redeployment opportunities as soon as they become fit enough to cope. All such cases should be completely resolved within 12 months from the start of the sickness absence, and ideally well before that time.

Reports from OH will offer advice and guidance regarding the management of the employee’s case, and may include suggestions for a phased return or other temporary arrangements, as well as permanent adjustments to the post or to the working environment. As a last resort, OH may suggest consideration of redeployment to an alternative post.

It is the manager’s responsibility to consider the appropriateness of the advice from OH. It is perfectly reasonable to discuss the arrangements of any rehabilitation programme and/or reasonable adjustments directly with OH and the employee, with a view to suggesting more practical arrangements that can be accommodated within the working environment.

The manager must ensure that all such matters are fully discussed with and understood by the employee along with any planned adjustments or the redeployment process. The manager must keep records of all such discussions and any agreed action plan or outcome.

4. REASONABLE ADJUSTMENTS – REHABILITATION IN EXISTING POST

Where the scenario permits, employees should ideally, remain in their post, facilitated by reasonable adjustments or a managed rehabilitation programme. OH must be asked to provide advice on the suitability of any of these matters.

Where OH recommends a temporary arrangement such as phased return, short-term restrictions or temporary redeployment, the manager should make every effort to accommodate these arrangements locally. The manager can seek advice and guidance from OH or from the Service HR Adviser. If temporary redeployment cannot be accommodated locally, the manager can contact the Redeployment Co-ordinator for support.
4.1 REASONABLE ADJUSTMENTS

When dealing with cases involving disability issues, it is essential to bear in mind that the employer has a duty to make reasonable adjustments. This duty requires managers to be flexible and creative. Managers should assess requirements and consider that it may be possible to achieve the same objective by different means. In considering the reasonableness of adjustments, the assessment should also consider not only the direct cost of adjustments or equipment, but also issues such as team workloads, how easily support can be provided, whether there are other members of the team already working on restricted duties.

The Disability Discrimination Act does not expect managers to know all the answers, but it does expect them to make every effort to find them. Where appropriate, managers should seek advice and guidance from outside organisations. Some contact addresses that may be useful are provided at Appendix 3. The list provided is given as guidance only and is not an exhaustive list. Managers should be prepared to make a wider search for the best available advice. Service HR Advisers will provide further assistance as necessary.

Some examples of reasonable adjustments include:

- making adjustments to premises [e.g. installing electronic door openers, ramps; installing loop systems, visible fire alarms]
- arranging to modify equipment or acquiring specialised equipment
- re-allocating some of the duties
- altering working hours [allow extra flexibility]
- assigning person to a different place of work or home working
- giving or arranging special training
- providing additional supervision and/or support
- providing a reader or interpreter
- transferring to an alternative post [redeployment].

OH will provide advice and guidance on the types of adjustments, aids or adaptations required, but it is the manager’s responsibility to consider the appropriateness and to put such adjustments in place. Costs of any adjustments considered reasonable/appropriate will be borne by the Service. External funding to purchase aids or adaptations, or to assist with transport to work, can be awarded by the Jobcentreplus Access to Work scheme. Details of this are provided at Appendix 2.

In certain circumstances, a disabled employee may be included in the Workstep supported employment programme. This is a Jobcentreplus scheme which provides funding to support disabled people in employment. Falkirk Council has a contract to provide a fixed number of places in this scheme. In appropriate circumstances, a monthly allowance is paid to the Council to purchase support for a specific employee. Details of this programme are provided at Appendix 2.

Managers should contact their Service HR Adviser to check on availability of places in the Workstep programme.
4.2 OUTCOME

The anticipated outcome of this process is that the employee will be able to continue working or return to work with appropriate support, aids or adaptations. Such an outcome is not the end of the process however, as it will be necessary for the manager to monitor the situation so that the support provided can be further adjusted if required. Throughout the whole process the employee should feel that there is an open communication link to facilitate further discussion or action.

Where an adjustment is not considered appropriate, details of the objective justification must be recorded for future reference. The Rehabilitation & Adjustments form is provided at Appendix 1.

If adjustments to an employee’s existing post are not feasible, or if the employee’s condition deteriorates to a point where such adjustments are no longer effective, then the manager will refer the matter to OH to find out whether redeployment to an alternative post should be considered.

5.0 REDEPLOYMENT PROCESS

Where reasonable adjustments are not feasible or for other non-health related reasons, an employee cannot remain in their substantive post, the redeployment process should be instigated.

Redeployment on grounds of ill health or disability will normally occur as a result of clear advice from OH that an employee is no longer fit to carry out the duties of his/her post, but may be fit for alternative employment. With the exception of redundancy, redeployment on all other grounds will normally be as a result of a recommendation within an investigatory report or as a result of a formal hearing, e.g. Disciplinary, Capability, Dignity at Work.

5.1 VACANCY MANAGEMENT

All vacancies will be checked against the case list of redeployees to ensure that redeployees are considered for vacant posts before advertising is approved.

The Redeployment Co-ordinator has access to HR on-line vacancies in all Services and will initially make a search of all vacancies within the redeployee’s own Service and if no post is suitable, will then check the suitability of vacancies across the Council to determine any match.

In order to facilitate this process, posts across the Council will be advertised on a 4-week cycle. This will ensure proper consideration is given to each vacancy before an advertisement is placed.

Where a post is identified as a possible suitable alternative post, the advert may be held back for one recruitment cycle to facilitate arrangements for redeployment. If the redeployment or job trial does not go ahead, the vacancy will be advertised as normal at the next appropriate date.

When a suitable post is identified, the Redeployment Co-ordinator will approach the employing manager to request and set up an informal discussion/job trial. If the redeployee is in training [see below and at 5.4] the Service will be expected hold the post vacant for one full cycle to allow time for the redeployee to complete the re-training programme. It may
even be possible to transfer the redeployee to the area in which the vacancy exists during their training period, if this is considered appropriate.

5.2 TIMESCALES

The redeployment process will last for a maximum of 12 weeks. This will include:

- initial assessment and ongoing updates;
- an initial training course of up to 3 weeks if appropriate;
- a work trial placement of up to 4 weeks;
- redeployment job search ongoing throughout.

Not all redeployees will require to proceed through all the stages of the redeployment process. It is anticipated that any phased return to work will be accommodated within the 12-week redeployment process.

5.3 REDEPLOYMENT SEARCH

The employee may be on sick leave or at work at the start of the redeployment procedure. Employees on sick leave will start the redeployment process as recommended by OH and will require to be certificated fit to return by their GP before any training or work experience/trial placement can be commenced.

During the redeployment period [all stages outlined in 5.2] redeployees will continue to be paid by their Service and will receive the salary and conditions of their substantive post. Successful redeployment to a new post will be at the pay and conditions for the post.

Once redeployment is identified as appropriate, the redeployment search will be initiated by the employing manager who will arrange a meeting with the employee and the Redeployment Co-ordinator to discuss the redeployment process. This meeting signals the start of the 12-week redeployment process, but does not preclude an employee being considered for a redeployment opportunity prior to this meeting taking place. The Redeployment Co-ordinator will then progress the case in consultation with the employing manager and will carry out an initial interview and assessment of the redeployee. The Redeployment Co-ordinator will co-ordinate all training, job search and job trials, and will meet regularly with the redeployee to chart progress. [See 5.3.1. below.]

It should be noted that there is no requirement to create a new post for the purposes of redeployment and it is normal practice to use only those posts on the Council’s approved employee establishment.

Both permanent and temporary posts should be considered, as a temporary post may provide useful training and work experience prior to a permanent post becoming available.

During the redeployment process, the substantive manager retains management responsibility for the employee and the redeployment process. The manager is supported in this process by the Redeployment Co-ordinator and Service HR Adviser.
5.3.1 PREPARATION FOR REDEPLOYMENT

On receipt of the report from OH recommending redeployment, or as a result of a decision being made in a non-health related scenario that redeployment must be progressed, the line manager will:

- where applicable, check that all reasonable adjustments to the existing post [including supported employment] have been considered [see Part 4] and ruled out;
- if appropriate, liaise with HR regarding the availability of supported employment funding for any potential post;
- hold a case conference with the employee and the Redeployment Co-ordinator to discuss any OH recommendation and/or decision from a hearing/different scenario, and the procedures involved, including whether supported employment might be appropriate/available for any potential post;
- provide a statement of the employee’s skills and qualities that can be used by the Redeployment Co-ordinator in the job-matching process [see form within Redeployment Action Plan, Appendix 4];
- liaise with the Redeployment Co-ordinator and the employee throughout the redeployment process;
- check all vacancies within their own area of the Service to identify suitable posts.

With support from the line manager as required, the Redeployment Co-ordinator will:

- attend a case conference with the line manager and employee;
- meet with the employee to carry out an initial assessment, using the Redeployment Action Plan [Appendix 4], which will include skills audit and, if relevant, training needs analysis, and meet fortnightly thereafter to review progress and update the Action Plan;
- if appropriate to the circumstances, liaise with OH regarding work restrictions, reasonable adjustments, and any other implications under the Disability Discrimination Act [DDA];
- if appropriate, place the employee in the next available retraining programme [see section 5.4]
- if appropriate, liaise with other Services and with recruiting managers to identify a suitable work experience placement;
- use the on-line recruitment database to check all vacancies both within the Service and in other Services to see if any might be suitable for the employee;

5.3.2 REDEPLOYMENT OPPORTUNITY IDENTIFIED

If the Redeployment Co-ordinator considers that any of the redeployees meets or is close to meeting the essential criteria of any vacant post, the Redeployment Co-ordinator will contact the recruiting manager, and will arrange an informal meeting between the recruiting manager and redeployee to discuss the post and criteria in more detail. Where the redeployee meets or is close to meeting the essential criteria for the post, a job trial should be offered [see section 5.3.3]. Any other circumstances require objective justification by the recruiting manager which meets the Council’s obligations under the Disability Discrimination Act and other relevant legislation.

If the post may be suitable for more than one redeployee, the recruiting manager will hold informal interviews to decide which redeployee will be offered the trial placement. The
advert will be held back for one recruitment cycle to facilitate arrangements for redeployment. If the redeployment or job trial does not go ahead, the vacancy will be advertised as normal at the next appropriate date.

If a post is advertised prior to being identified as a possible redeployment opportunity, but interviews have not been arranged, the redeployee will not be required to go through the formal recruitment process but will be asked to attend an informal discussion with the recruiting manager. If the redeployee is suitable for the post, any applicants for the post will be notified that the vacancy has been withdrawn. If interviews have been arranged, then the redeployee will be treated as a guaranteed interview scheme candidate and will be required to go through the formal interview process. In either case, if the redeployee demonstrates that he/she meets the essential criteria of the post, then a job trial should be offered. Further advice on this process can be obtained from Service HR Adviser.

In most cases, redeployment will be to the same or a lower grade. However, in certain cases, where the redeployee has appropriate skills and has been trained by the Council for the purposes of redeployment, consideration may be given to redeployment to a higher grade post. Such cases must be discussed with the Service HR Adviser. At any time a redeployee may apply for any post on a competitive basis.

Where the new post is at a lower grade than the employee’s substantive post, the Redeployment Co-ordinator should advise the redeployee to contact the Pensions Section to obtain advice on the likely effect on their pension benefits and any options available to them.

If the redeployee is being considered for redeployment to a post which would normally require a disclosure check, this should be done prior to or at the start of the trial period to ensure no issues arise further into the training and placement. Where this results in delays in timescales, this should be discussed with HR.

The redeployee will be reimbursed any excess travel expenses incurred for travel between the old and potential new place of work for informal interviews, trial periods or training programmes. No excess travel will be paid following successful redeployment.

5.3.3 TRIAL PERIOD

The Redeployment Co-ordinator should liaise with the recruiting manager and redeployee before and during the 4-week work trial to ensure that appropriate induction is carried out and that support continues to be provided to the redeployee during the trial period. The Redeployment Co-ordinator should update the Trial Placement section of the Redeployment Action Plan after each visit.

The maximum length of a trial in post will be 4 weeks. At the end of the 4 week trial, a review will be carried out with the Redeployment Co-ordinator and the manager of the trial post. If the redeployee meets or is close to meeting the minimum standards of the post, the redeployee will be redeployed into the new post.

If there are doubts about the capability of the employee to carry out the duties of the post, the Redeployment Co-ordinator may arrange a review meeting with the original manager, recruiting manager and redeployee to consider an extension of trial period, referral for additional training, referral back to OH or a Capability Hearing. This will not however extend the 12 week redeployment period.
The Redeployment Co-ordinator and original manager should liaise with the Service HR Adviser in all cases where the outcome is not clear, or there are special circumstances to be taken account of, or where a Capability Hearing is being considered.

5.3.4 SUCCESSFUL REDEPLOYMENT

At the end of a successful trial, the redeployee will be permanently redeployed into the new post at the grade, pay and conditions of the new post. Pre-Single Status hours will not be protected.

The Redeployment Co-ordinator will advise the original manager of the successful redeployment and remind both managers to complete the appropriate paperwork, i.e. original manager completes Notification of Change for transfer to new post, and recruiting manager completes Notification of New Appointment form [see Appendices 5 & 6] and arranges for the appropriate letter and Statement of Particulars to be issued to the employee.

The new manager will continue to monitor and review progress with the redeployee, and provide appropriate training and support, in line with normal line management practice.

5.3.5 UNSUCCESSFUL REDEPLOYMENT SEARCH/OTHER OUTCOMES

The case will be referred to a capability hearing, or referred back to the original capability or disciplinary or other formal hearing, if, at the end of the redeployment process:

- no suitable posts have been identified
- the redeployee is unable to meet the standards required for a redeployment post [with reasonable adjustments where appropriate], and all training, work experience or trial options have been exhausted,
- a redeployment case has not reached a satisfactory conclusion within 12 weeks or
- at any stage during the process, the redeployee refuses a 2nd reasonable offer of job discussion/trial period or redeployment

Where the redeployment is on grounds of health, prior to the capability hearing the Redeployment Co-ordinator will check with OH whether the employee meets the ill health retirement criteria for his/her substantive post. For members of the Local Government Pension Scheme, if OH confirm Permanent Incapacity, then the ill health retirement may proceed, and, with the employee’s agreement, an informal Capability Hearing may be held [see Capability Procedure.] For members of the Teachers’ Pension scheme, if OH confirm Permanent Incapacity, the request for ill health retirement will be completed and passed to the Scottish Public Pensions Agency for processing. The SPPA makes the final decision on whether ill health retirement is granted. In either case, if OH consider Permanent Incapacity is not appropriate, the case will be passed to a formal Capability Hearing, and the original manager will present management’s case, which will include a report outlining the reasons for the redeployment from the substantive post and the efforts made regarding adjustments and redeployment.

Where the redeployment is on health grounds, the redeployee may at any point in the redeployment process, choose to stop the process and request ill health retirement. This must be discussed with OH and the Service HR Adviser before any formal decision is taken. The DDA requires the employer to make reasonable adjustments. If the employee concerned prefers to request ill health retirement and not consider any reasonable adjustments such as
redeployment, this must be discussed with the employee and written confirmation must be obtained from the employee that they do not wish to pursue redeployment [see standard letter at Appendix 7]. The employee should be made aware at this point that ill health retirement is not guaranteed, but is dependent on the judgement of the OH Physician.

If the employee wishes to be redeployed but rejects a reasonable offer of redeployment the Redeployment Co-ordinator will obtain advice from the Service HR Adviser, and arrange a case conference to discuss the employee’s concerns. If agreed, the Redeployment Co-ordinator may continue to search for a suitable post. However, if a further reasonable offer is rejected by the employee, the case will be referred to a Capability [or other relevant] hearing.

5.3.6 TEMPORARY POSTS

Any permanent employee who is redeployed to a temporary post will retain their right to permanent employment, and the Redeployment Co-ordinator will continue to search for a suitable permanent post throughout the temporary appointment. The temporary redeployment period in these cases, must last a minimum of 12 weeks.

If no permanent post is offered during the temporary redeployment, the case will be referred to a capability, disciplinary or other formal hearing which will be convened at the end of the temporary redeployment/12 week period, whichever is the longest.

5.3.7 SICKNESS DURING REDEPLOYMENT/TRAINING/TRIAL

Where an individual is being redeployed on health grounds, and if at any point during the redeployment process the employee becomes unfit again, then the employee will notify both the existing manager and the placement or trial manager of the sickness absence and follow normal sickness absence procedures in all other ways. If the absence is of short duration [up to 2 weeks], the placement or trial will be held open for the employee to continue, and the Redeployment Co-ordinator and (where practical) the placement/trial manager will jointly carry out the return-to-work meeting. If the absence continues beyond 2 weeks, or the employee indicates that it is likely to continue beyond 2 weeks, the existing line manager will immediately re-refer the employee to OH.

Periods of sickness or absence will not normally extend the redeployment search.

On receipt of the OH report, the existing manager and the Redeployment Co-ordinator will meet with the employee to discuss the OH report. The manager will then refer the case to a Capability Hearing to consider the appropriate way forward.

5.4 RETRAINING PROGRAMME/WORK TRIAL PLACEMENT

In some circumstances, a training programme may improve the opportunities for gaining suitable alternative employment. Completion of the training programme does not guarantee any offer of employment.

This programme is designed to assist individuals in gaining skills aligned to clerical, technical and admin posts. For this to be successful, and to participate in the retraining programme, employees must be willing to accept such a post on the relevant salary, terms and conditions.

Participants will be deemed to have returned to work, and will receive normal pay for their substantive post during the retraining programme and trial placement. GP certification will
be required as well as the recommendation from OH to ensure the course is appropriate for individuals and does not impact negatively on their health.

The following ½ day modular courses are available individually or as a package.

- Module 1: Getting Back to Work – sessions from Achieving Personal Success and other personal development courses – boosting self-esteem and confidence, setting goals and planning to achieve them, assertiveness, interview skills etc;
- Module 2: Introduction to Office Work 1 – Communication skills [telephone and written], basic clerical skills;
- Module 3: Introduction to Computers 1 – How computers are used at work, what spreadsheets and databases are for, basic keyboard information, word processing, use of intranet/internet, and use of e-mail;
- Module 4: Introduction to Computers 2 – More information and practice with the different types of software;
- Module 5: Introduction to Office Work 2 – Practical session building on what has been learned, with simple tasks to be completed.
- Module 6: Introduction to office Work 3 – Customer Care, practical session building on Module 2 eg photocopying, filing, telephone calls

Attendance on the above courses will not delay or extend the redeployment search. It is anticipated that the modular courses will be run over a 2/3 week period, although there is no guarantee that this will occur at the beginning of the redeployment search. After completion of module 2 and 3, an assessment will be made by the course tutor and Redeployment Co-ordinator to ascertain the skills learnt and decide whether the advanced modules 4, 5 and 6 are achievable by the redeployee. If difficulties are experienced in module 2 and/or 3, then modules 4, 5 and 6 may not be made available. Each redeployee will meet with the Redeployment Co-ordinator to receive feedback from the course and chart progress on the Redeployment Action Plan.

Progression from the course will ideally be to a suitable vacancy, but where one does not exist or where any that exist may not be suitable for a redeployee who is essentially building confidence and experience in the job (and who requires to do this without a full range of responsibilities), the redeployee may work on a supernumerary basis, to develop skills and gain experience. The Redeployment Co-ordinator will work together and negotiate with Service managers in order to devise suitable placements for use by redeployees. Vacancies can also be held for this purpose provided appropriate support and recognition of the training nature of the placement can be provided. Ideally, such placements will be agreed in advance so that there are no gaps between the initial training and the commencement of the placement.

The supernumerary placement will be for a maximum 4 week period. This period along with the modular training courses, may also be used to incorporate any recommended “phased return”, gradually increasing hours.

Redeployees will be reviewed weekly by the placement manager, who will discuss progress and achievements. The Redeployment Co-ordinator will visit fortnightly during the placement to monitor, review and record progress.

If the redeployee has been matched to a vacancy for the purposes of the supernumerary placement and meets the minimum standards for the post, the placement manager [manager
of the post] may offer the post on a redeployment basis at this stage or may commence a trial period for the employee doing a range of duties.

If at the end of the trial placement [or at any time during the redeployment process] there are doubts about the capability of the redeployee or about the redeployee’s health, an immediate review will take place with the redeployee, the Redeployment Co-ordinator and the managers from both the originating Service and the placement. This review will cover: progress [or lack of] to date; possible benefits of additional training; possible counselling; need for further information from OH, and, if appropriate, could lead to a Capability Hearing.

6.0 SUPPORT MECHANISMS

In order to support this policy and its implementation, the following services are available to managers and employees:

- Occupational Health Service: to provide advice and guidance on the impact of ill health or disability on work, and what reasonable adjustments the Council may make; and
- Employee Counselling Service: to provide a confidential service to employees in order to discuss concerns related to work or personal circumstances;
- Physiotherapy Service: to assist employees wherever possible if their illness or disability can be helped through physiotherapy, enabling a return to work;
- Human Resources: to provide support and guidance to managers and employees in dealing with ill health and disability, and in the use of the Council’s related policies and procedures [e.g. Managing Sickness Absence, Health & Safety, Stress, Capability etc];
- Redeployment Co-ordinator: to provide support to managers and redeployees, acting as case managers through the process of retraining, job search and redeployment.

PART 3 - REVIEW OF POLICY

This Policy and procedure will be reviewed by the Head of Human Resources in conjunction with Service Directors and Trade Unions as appropriate.
**PROCEDURE FOR REHABILITATION/RETENTION – ILLHEALTH AND/OR DISABILITY ADJUSTMENTS RECORD**

**DETAILS OF EMPLOYEE:**

<table>
<thead>
<tr>
<th>Name: .................................................................</th>
<th>Date of Birth: .................................................</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title: ..................................................................</td>
<td>Employee No: ..................................................</td>
</tr>
<tr>
<td>Service: .................................................</td>
<td>Location: ..........................................................</td>
</tr>
</tbody>
</table>

**OH REPORT DATED .................................................. ATTACHED FOR INFORMATION.**

**ADJUSTMENTS CONSIDERED – DESCRIBE BELOW AND/OR ATTACH DESCRIPTIONS OF ARRANGEMENTS AND QUOTATIONS FOR WORKS/EQUIPMENT AS APPROPRIATE**

- [ ] Phased return
- [ ] Adjustments to premises
- [ ] Acquire or modify equipment
- [ ] Allocate duties to another person
- [ ] Alter working hours temporarily or allow flexibility
- [ ] Alter working hours permanently
- [ ] Give or arrange special training
- [ ] Provide supervision or support
- [ ] Assign to different place of work
- [ ] Home Working [full or part-time]
- [ ] Providing Reader or Interpreter
- [ ] Temporary Redeployment
- [ ] Permanent Redeployment
- [ ] Supported Employment [MUST be discussed with HR to check if places available on scheme]
- [ ] Other Adjustments [Describe]
DESCRIBE ANY ADJUSTMENTS CONSIDERED BUT NOT IMPLEMENTED, AND PROVIDE EVIDENCE TO JUSTIFY DECISION. INCLUDE DETAILS OF ANY ADVICE SOUGHT FROM EXTERNAL AGENCIES.

REVIEW MEETING HELD WITH EMPLOYEE ON: .................................................................

Describe discussion and action points agreed:

Employee Signature: ................................................................. Date: .....................

Line Manager Signature: .............................................................. Date: ..................
APPENDIX 2

Disability Discrimination Act – Reasonable Adjustments

Department of Work & Pensions

Jobcentre Plus: Disability Employment Adviser [DEA]

The DEA provides advice to jobseekers, employers and employees about the management of disability issues in the workplace, and the provision of aids and adaptations.

Contact local Jobcentres:
Falkirk 01324 508000
Grangemouth 01324 508100
Denny 01324 508200
Bo’ness 01506 772800
Stirling 01786 424200
Alloa 01259 294000

If the employee lives in Central Scotland, contact the DEA at the Jobcentre nearest to the employee’s home address.

If the employee lives outwith the local area, contact the DEA at the Jobcentre nearest to the employee’s work location.

Jobcentre Plus: Access to Work Scheme [ATW]

ATW provides a grant towards the approved costs that arise because of an individual’s disability. For new starts [within the first 6 weeks of employment] the grant is up to 100% of approved costs. For existing employees, the grant is up to 80% of the approved costs over the first £300.

ATW grants can pay for:
- cost of hiring an interpreter to remove communication barriers at interview
- support worker, specialist coaching, helping an employee with care needs;
- special aids or equipment;
- adaptation to premises or existing equipment;
- additional costs of travel to or in work for people who are unable to use public transport

ATW can provide advice and guidance on appropriate solutions, but it is essential to have full details of the case and the needs of the individual before contacting ATW. ATW will require evidence of the employee’s disability, and a copy of the Occupational Health report will be acceptable.

The claim for assistance should be made by the employee [who becomes the client of ATW], ideally with the manager in attendance so that any work issues can be readily clarified. Once ATW approval has been obtained, the manager can order the appropriate aids or services. When the goods have been received and paid for, the manager can claim the grant refund from ATW. Although ATW does not pay the first £300 of a claim, any individual claim can be made up of several items with a total cost in excess of £300. Any equipment bought through this scheme is the property of the Council even though it was bought for use by a specific employee. If an employee asks permission to use such equipment at home, this must be discussed with the Service HR Adviser.
Travel to work claims differ in that there is no £300 threshold but the employee may be asked by ATW to contribute the equivalent of the cost of public transport from home to office. The employee is not expected to contribute to any other provision.

Please note that, where the ATW ruling says that ATW will pay “up to” 80% or 100% of the costs, this does not mean that ATW will automatically pay the maximum contribution. Managers will have to negotiate with ATW to achieve the best deal they can.

Contact Access To Work on: 0845 602 1358

Jobcentre Plus: Workstep Supported Employment Scheme

The Workstep programme provides subsidies to help support people with disabilities to gain or retain employment. Falkirk Council currently has a contract with the DWP to provide 41 supported work opportunities and does this through (a) its supported workshop, The Sign Factory, and (b) through individual placements within various Service of the Council. All participants in the Council’s Workstep programme are permanent employees of Falkirk Council.

Falkirk Council receives a set sum monthly for each individual within its Workstep programme, and that money can be used as a pay subsidy, or to provide special equipment or training, or a support worker.

In order to be considered for the Workstep programme, an employee must have a condition which qualifies as a disability under the DDA, and have a need for a high degree of support. An Occupational Health report may have suggested this as an option, and such a report will be required as evidence for any application to be included in the programme. Any managers who consider that the Workstep programme may be required for an employee should approach their Service HR Adviser in the first instance. If there is a vacancy within the Falkirk Council scheme, the HR Adviser will write to the appropriate DEA seeking authority to include the employee in the programme. A copy of the OH report will be provided to the DEA.

The DEA will interview the employee, and will notify the HR Adviser of the outcome. The HR Adviser will advise the manager and employee of the date of the employee’s inclusion in the Workstep programme. The funds will be claimed by HR from that date and will be allocated to an appropriate budget in the employee’s Service where it can be accessed by the manager.

The DWP is considering changes to the Workstep programme, but it is not anticipated that any changes will alter the guidance given above.
Disability Discrimination Act – Reasonable Adjustments

Other Useful Contact Addresses

There are many organisations that can provide help or guidance about specific conditions or about the types of aids that can be bought to help people with those conditions, e.g.:

Royal National Institute of Blind People [RNIB]
Tel: 0845 766 9999
www.rnib.org.uk

Royal National Institute for Deaf People [RNID]
Tel: 0808 808 0123
www.rnid.org.uk

Royal Association for Disability & Rehabilitation [RADAR]
Tel: 020 7250 3222
www.radar.org.uk

The RADAR website also has links to many other websites for specialist disability organisations which can provide advice and information about a wide range of specific conditions, eg:

Macmillan Cancer Relief
Tel: 0800 089 8500
www.macmillan.org.uk

MS Society
Tel: 0808 800 8000
www.mssociety.org.uk

Stroke Association
0845 303 3100
www.stroke.org.uk

On the RADAR home page, click on LINKS then Disability Organisations.

Advice on aids and equipment can be obtained from Access To Work [see Appendix 2 above]. Another useful source of information is:

The Disabled Living Foundation
Tel: 0845 130 9177
www.dlf.org.uk

From the DLF home page, under For Professionals, click on Suppliers of Disability Products and you will find links to a wide range of companies.
Specialist office furniture and equipment can be obtained from

Posturite [UK] Ltd
Tel: 0845 345 0020
www.posturite.co.uk

General office supply companies also have a selection of furniture and equipment which may meet the needs of an employee.
# Personal Details:

**Name:** ................................................................. **Male / Female**

**Address:**


**Home Tel:** ............................................................ **Date of Birth:** ............

# Current/Substantive Post:

**Job Title:** ........................................ **Service:** ........................................

**Hours:** ...................... **Grade:** ............... **SCP/ Rate of Pay:** ......................

**Location:** .............................................................. **Employee No:** ......................

**Start Date:** ........................................ **Member of Pension Scheme:** YES ☐ NO ☐

# Describe Background of Redeployment Request

[include details of OH recommendations/restrictions or aids/adaptations required]

# Types/Areas of Work to Be Considered

[e.g. clerical, care, etc - include issues such as travel restrictions or location preferences]
SKILLS/ABILITIES GAINED IN CURRENT OR PREVIOUS JOBS:
[to be identified via interview proforma attached]

GENERAL LEARNING/DEVELOPMENT NEEDS:
[to be identified via interview proforma attached]

TRAINING/DEVELOPMENT COURSES ARRANGED
Throughout the period of the redeployment search, this Action Plan will be reviewed fortnightly with the employee, the manager of the placement or trial post and/or the Service Redeployment Co-ordinator. This review will include any assessment of progress towards the development aims and objectives.

After each review meeting, any changes to the Action Plan will be agreed with the employee, and summarised on or appended to the Plan. Separate assessments or other relevant documents should also be appended to the Plan. The employee and the SRC or Line Manager will then sign below to confirm that these changes have been agreed.

I have agreed this Action Plan with the Redeployment Co-ordinator. I understand that the redeployment process is limited to 12 weeks, and that I must give serious consideration to any post offered. I understand that if I refuse two reasonable offers of employment my case will be referred to a Hearing and this may result in dismissal.

________________________  __________________________  ____________
Employee Signature      Redeployment Co-ordinator Signature  Date

REVIEWS:

<table>
<thead>
<tr>
<th>Employee Signature</th>
<th>Service Redeployment Co-ordinator or Line Manager Signature</th>
<th>Date</th>
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<td>Date</td>
<td>Comments on attendance, performance, skills, knowledge, personal qualities</td>
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<td></td>
<td><strong>Module 1: Getting back to work</strong></td>
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<td></td>
<td><strong>Module 2: Introduction to Office Work 1</strong></td>
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<td><strong>Module 3: Introduction to Computers 1</strong></td>
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<td><strong>Module 4: Introduction to Computers 2</strong></td>
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<td></td>
<td><strong>Module 5: Introduction to Office Work 2</strong></td>
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<tr>
<td></td>
<td><strong>Module 6: Introduction to Office Work 3</strong></td>
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</tbody>
</table>

Employee Signature:  
Date:  

 Trainer Signature:  
Date:  

24
POSTS CONSIDERED BUT NOT IMPLEMENTED  NAME: ..............................................

[Give brief summary of discussions, reason for rejection/failure to implement. Add further pages as required.]

<table>
<thead>
<tr>
<th>Date</th>
<th>Post Title</th>
<th>Service Unit</th>
<th>Discussions/Outcome</th>
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DET DETAILS OF POST IDENTIFIED FOR TRIAL/PLACEMENT
[complete new page if further placement identified]

NAME: ..........................

Job Title: ....................................................................................................................

Service: .................................... Location: ..............................................................

Is post:  Permanent  □  Temporary  □  Supernumerary  □  [tick appropriate box]

Hours:  ......................... Grade: ................. SCP/Rate of Pay: ..............................

Manager/Contact Name: ............................................................. Tel No: .................

Date Placement/Trial Starts: ....................... [If phased return to work, attach timetable.]

Review Arrangements: [give details of scheduled meetings to review progress with employee and manager]

Support Requirements:

Any other arrangements agreed: [eg any agreements between Services re pay]

MINIMUM STANDARDS FOR SKILLS & KNOWLEDGE REQUIRED FOR POST [Essential
Criteria]: [give brief details from Person Specification, eg: typing 50 wpm, knowledge of food hygiene, etc]

TRIAL PLACEMENT AGREED:

Employee Signature: ................................................. Date: ..............................

Line Manager Signature: .................................................. Date: ..............................
TRAINING/DEVELOPMENT REQUIRED TO ACHIEVE MINIMUM STANDARDS OF TRIAL POST:

<table>
<thead>
<tr>
<th>Knowledge/Skill/Ability Required</th>
<th>Training to be provided &amp; by whom</th>
<th>Review Date</th>
<th>Completion Date</th>
</tr>
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</table>
# REDEPLOYMENT PROCEDURE OUTCOMES

## Successful Redeployment

To post [title]: .............................................................................................................

Service/Location: ...........................................................................................................

Grade/Pay: ...............................................  Effective date: .........................

Notification of Change completed by original manager: [date] .........................

Appointment Form completed by recruiting manager: [date] .........................

Appointment Letter issued by recruiting manager: [date] ...............................

## Unsuccessful Redeployment Search/Other Outcomes

Provide brief summary of outcome(s):

---

Referred to Capability* / Disciplinary* / Other* Hearing on [date]: .................

[*delete as appropriate]

## Redeployment Co-ordinator

Signature: .................................................................  Date: .................................

## Original Manager

Signature: .................................................................  Date: .................................
<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please tell me about your education experience – eg school/college/university qualifications. What about any qualifications/certificates gained as part of your work?</td>
<td></td>
</tr>
<tr>
<td>Please tell me about any other courses you might have done, through your job, or for voluntary work, or as a hobby, etc.</td>
<td></td>
</tr>
<tr>
<td>Please explain your current job and describe what you actually do.</td>
<td></td>
</tr>
<tr>
<td>Are you full or part time? Do you work shifts? Are you willing to work shifts or irregular hours?</td>
<td></td>
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<tr>
<td>What were the communication requirements of your job? Eg reading/writing spoken?</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
</tbody>
</table>
| Did your job involve **reading** letters, reports, handbooks, notices, leaflets?  
  How did you get on with this?  
  Is there anything you had difficulty with?  
  If so, what do you do to cope? |        |
| Did your job involve **writing** timesheets, records, logs, messages, instructions, forms, reports?  
  How did you get on with this?  
  Is there anything you had difficulty with?  
  If so, what do you do to cope? |        |
| Did your job involve **spoken** communication?  
  Eg job interviews, union discussions, telephone work, talking with the public, giving verbal reports, giving or following spoken instructions.  
  How did you get on with this?  
  Is there anything you had difficulty with?  
  If so, what do you do to cope? |        |
| Are you involved in any **number** work?  
  Eg: timesheets, using a calculator, working out quantities, taking measurements, handling cash.  
  How did you get on with this?  
  Is there anything you had difficulty with?  
  If so, what do you do to cope? |        |
| What about communication skills in your everyday life [at home, leisure, etc]?  
  What do you read or write?  
  Do you need help with any of these?  
  Do you use the phone much? |        |
| Have you ever used a computer – at work or at home?  
  If so, what have you used it for? Internet searches, writing letters, doing budgets, publishing newsletters, photography, playing games, music etc. |        |
| Is there anything you have done in previous employment that might have developed skills that we could build on? Eg have you ever worked in a shop or an office - even if it was a long time ago |        |
| Do you do any voluntary work?  
  If so, what have you learned that might be useful at work – or what skills have you developed that might be useful at work? |        |
<table>
<thead>
<tr>
<th>Question</th>
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<tbody>
<tr>
<td>Do you have any hobbies or interests? If so, have you learned anything</td>
</tr>
<tr>
<td>or developed any skills that might be useful at work?</td>
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<table>
<thead>
<tr>
<th>Question</th>
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<tbody>
<tr>
<td>What personal qualities do you think you would bring to a job?</td>
</tr>
<tr>
<td>Do you consider yourself reliable, dependable, someone who can be</td>
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<tr>
<td>trusted to get a job done right and on time?</td>
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<tr>
<td>Do you like working to deadlines?</td>
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<tr>
<td>Are you a bright, cheery person, or inclined to be quiet?</td>
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<tr>
<td>Do you like being around people, or do you prefer to be on your own?</td>
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<tr>
<td>Are you someone who works steadily at something until it’s finished, or</td>
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<tr>
<td>do you like to have lots of things on the go at once?</td>
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<thead>
<tr>
<th>Question</th>
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<tbody>
<tr>
<td>Is there anything else that you would like to tell us about your</td>
</tr>
<tr>
<td>knowledge, skills, or personal qualities.</td>
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</table>
SUPPORTING STATEMENT BY LINE MANAGER:
Statement to cover matters such as: level of skills and experience that would be transferable to another post, knowledge of Council, personal qualities and strengths.

Signature: ..................................................  Date: ..........................
NOTIFICATION OF CHANGE

APPENDIX 5

Falkirk Council

Corporate & Commercial Services, Human Resources
Municipal Buildings, Falkirk FK1 5RS

PLEASE COMPLETE SECTION THAT IS APPROPRIATE TO CHANGE

1. PERSONAL DETAILS

<table>
<thead>
<tr>
<th>TITLE</th>
<th>FORENAME</th>
<th>SURNAME</th>
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<thead>
<tr>
<th>ADDRESS</th>
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<th>EMPLOYEE NO.</th>
<th>DATE</th>
<th>SIGNATURE</th>
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<th>COMMENTS</th>
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2. CHANGE DETAILS

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<th>NATURE OF CHANGE</th>
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<tr>
<th>AMENDED LEDGER CODE</th>
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| ISIS POST REF NO. |
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<thead>
<tr>
<th>JOB TITLE</th>
<th>DEPARTMENT/SERVICE</th>
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<th>EFFECTIVE DATE</th>
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<th>DAYS</th>
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<tr>
<th>PRE-EMPLOYMENT CHECKS COMPLETED</th>
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<tr>
<td>(Please circle appropriate response)</td>
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<tr>
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<th>YES/NO</th>
<th>REFERENCES</th>
<th>YES/NO</th>
<th>DISCLOSURE SCOTLAND</th>
<th>YES/NO</th>
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3. TYPE OF EMPLOYMENT (Tick appropriate box)

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<th>Temp</th>
<th>Casual/Relief</th>
<th>Review Duration of Temporary/Casual Post</th>
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4. REGULAR ALLOWANCES, etc.

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<th>Bonus</th>
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<th>Higher/Lower</th>
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<th>Standby Duty</th>
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5. ADDITIONAL INFORMATION

Authorised by: ______________________  Designation: ______________________  Date: ______________________

Copies to: WHITE Payroll & Pensions Service, Finance Services, Municipal Buildings, Falkirk FK1 5RS
YELLOW Human Resources, Municipal Buildings, Falkirk FK1 5RS
PINK Retained by Service

REV 03/03
Appointment Form

Please note that this is an on-line form and can be accessed via HR Forms On-line
APPENDIX 7

Standard Letter to Employee confirming that 
Employee refuses redeployment and requests ill health retiral

Dear

Request for Ill Health Retiral

I am writing to confirm the outcome of our meeting held on [date] at [venue], when I was accompanied by [HR Adviser] and you were accompanied by [TU or other rep].

Following your recent referral to Occupational Health, and their recommendation that you are fit for some alternative work, we discussed the redeployment procedure. I explained to you that the Disability Discrimination Act places a duty on your employer to try to make reasonable adjustments to allow you to continue in work. I confirmed that the reasonable adjustment recommended by Occupational Health was redeployment, and that we wished to pursue that option.

You stated that you had no wish to be considered for redeployment, and wished to apply for early retiral on ill health grounds. [If employee is a member of the pension scheme, as follows] I explained that I would contact Occupational Health and ask if you meet the ill health retiral criteria. If Occupational provide a Certificate of Permanent Incapacity, this will allow us to go ahead with an informal Capability Hearing at which we will process your ill health retiral, and you will be able to claim early pension payment. I also explained that if Occupational Health felt that you did not meet the ill health retiral criteria, then I would have to refer your case to a formal Capability Hearing. This could result in your dismissal on Capability Grounds without the benefit of the early pension. I will contact you again when I have heard from Occupational Health. [If employee is not a member of the pension scheme, as follows] As you are not a member of the Council’s pension scheme, and no pension benefits are payable, I will have to refer your case to a Capability Hearing. You will be contacted in due course by the Chair of the Hearing to arrange a suitable date and time for the Hearing.

As I explained at our meeting, I require written confirmation of your decision. I am sending you two copies of this letter, and ask that you sign, date and return one copy to me. In the meantime, if you change your mind about the redeployment process, or require any further information, please do not hesitate to contact me.

Yours sincerely

[Line Manager Name and Job Title]

I confirm that my manager has explained my rights under the Disability Discrimination Act, and that I have decided that I do not wish to be considered for redeployment. I wish to apply for ill health retiral.

Signature: ..................................................  Date: ..........................

Name in Block Capitals: ..............................................................
PROCEDURE FOR REDEPLOYMENT ON HEALTH GROUNDS AND ILL HEALTH RETIRAL

Job Search/Work Trial 12 weeks max from date of Skills Audit meeting with Redevelopment Co-ordinator

Long Term Sickness Absence

Medical Referral to Occupational Health

Absence Review Meeting re OH report

Unfit Long Term

Unfit Short Term

Permanently Unfit for Own Post

Case Meeting - Skills Audit completed by Redevelopment Co-ordinator

Temporary Local Arrangement

OH ADVISE WHEN FIT TO RETURN TO NORMAL POST

Permanently Unfit for ALL Work

If no adjustments possible, letter to OH with Pensions form requesting Ill Health Retiral

CAPABILITY HEARING OR ILL HEALTH RETIRAL

Redeployment Job Search

Training Course

Work Trial

Successful

YES

NO

Redeployment Proceeds

Perm Unfit Own Post

APPOINT TO NEW POST

Temp Unfit

OH ADVISE WHEN FIT TO RETURN TO NORMAL POST

No Suitable Vacancy after 12 weeks

Continue Job Search

YES

NO

Back to OH

NOT PERMANENTLY UNFIT

PERMANENTLY UNFIT FOR OWN POST

CAPABILITY HEARING