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Notice

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The Many Faces of Redeployment

What is Redeployment

Redeployment or retrenchment continues to be a mission critical function of a human resources program – no matter where you are in the world. Redeployment occurs when an employee can no longer occupy a position for no fault of her or his own and where the employer has a responsibility to help the employee find alternate employment either internal or external to the organization.

Human Resources and Redeployment

It is in the interest of public and private sector organizations to ensure that their human resources department design a redeployment program that support overall business goals as much as their employee’s career. As well policy choices continue to evolve with changes in legislation and employment trends. For human resources professionals legislative exigencies and organizational strategies are central to successful policy formulation and program design.

For example, at Intel, a multi-national company that designs, develops, manufactures and markets microcomputer components of desktop and server systems, the term redeployment is applied internally to embody the process of reassigning a surplus of human resources from one work unit to other units of their business where people are needed. Interestingly, this type of deployment can involve the reassignment of entire “work teams”.

On the other hand, in the Government of Canada internal redeployment processes are mostly centrally managed by the Public Service Commission who alerts other government institutions before their vacancies are advertised of individual employees who are losing their positions due to downsizing, office closures and other similar reorganizations. These institutions are then expected to give these employees priority consideration, if they are found to be qualified.

When human resources policies and programs are developed for internal redeployments they often focus on reassignments, re-training programs, relocation policies, new employment schemes, sabbaticals or education leaves, to name a few. In all cases, the idea is to do everything possible to support an employee's career. Generally, the more senior the position in the organization, the more the redeployment policy is affected by the labour market and economic indicators and the more flexibility there is to negotiate an individual redeployment arrangement.

The term redeployment can also be applied externally, where policies regarding rehabilitation, benefit and severance packages, voluntary attrition, early retirement options, priority recall, work trial agreements and re-entry programs gain importance such as in Australia's labour legislation. In this instance, redeployment occurs once an injured employee is permanently medically unable to return to work with their employer. The goal here is to help employees find work outside of their employer's organization.

A mixture of both internal and external redeployment programs can also work as in the Government of Rwanda. In addition to internal practices aimed at retaining employees, their redeployment policies also stretched externally to help civil servants occupying redundant positions find employment outside of the public service. As part of this effort, the government introduced a loan fund accessible to civil servants whose position was declared redundant and who submitted a viable plan to start their own businesses. Notably, with the mix of increasing turnovers and retirements, redeployment is no longer just about downsizing or realigning organizations internally: it is also about alternatives to employment and reserving access to specialized skills.

Human Resources and Redeployment

The need to minimize the negative impact of change inside organizations and within individuals should always receive equal priority – as one depends on the other for success. Redeployment challenges human resources' ability to keep that balance while at the same time controlling costs and maintaining expected performance levels.

Designing a sound redeployment program and developing competencies of "outplacement specialists" enable human resources to support organizational goal, meet legislative requirement and develop realistic timetables, implementation plans and reporting mechanisms that can help individuals and organizations maximize opportunities and minimize fallouts.

In the end, organizations will come to forget this period of change whether it was for the better or the worse, but people rarely do. It is therefore mission critical for human resources business units to be mindful and responsible in the way in which it manages these very challenging periods of change.

Communications Gain Momentum in Kabul

The Independent Administration Reform and Civil Service Commission (IARCSC), the government institution responsible for civil service reform in Afghanistan, released its first newsletter this month called the Rawandi-Tagheer available at <http://www.iarcsc.gov.af/> The Rawandi-Tagheer newsletter which means change process or change procedure is available in English and Dari and contains reports and information on the Commission's activities, outputs, outcomes, and challenges.

It is produced and distributed by the Public Information and Communication Directorate of the IARCSC, located in Kabul, Afghanistan. Their first newsletter features 6 short articles ranging from certificate awards for civil servants who graduated from programs held at the Civil Service Institute to recruitment practices in the provinces.

8 Tips to Employability

Employability refers to a person's ability to find and keep gainful employment while remaining competitive in the labour market whatever their personal circumstances. To quote from Jill Jukes from Murray Axmith, everybody has a unique career hardiness capability. We cannot keep the same level of employability throughout our lives but we can certainly help it be the best it can be at any one time. Employability is made up of four components: What you know; how you use what you know; how you present what you know and how you connect what you know with your environment. So, having said that, here are the tips:

1. **Be creative:** Observe and understand the changes made to the way work is organized and find ways to fit that makes you uniquely ahead of the pack. Visit: [Fast Company](#) for quick previews.
2. **Be a learner:** Find out what you don't know that can make a difference to what you are good at and learn it.
3. **Be noticed:** Get some attention for doing something forward thinking – also be sure you remember to network, network, network!
4. **Be a recording pro:** Produce a career portfolio. Visit: [Tutorial: Career Portfolio](#) by Jennifer Margison, UVic Career Services
5. **Be uniquely special:** Build your personal brand. You don't "belong to" any company for life, and your chief affiliation isn't to any particular "profession." You're not defined by your job title and you're not confined by your job description. Look in [CAREER SMART: Five Steps to a Powerful Personal Brand](#) at Amazon.com
6. **Be ethical:** behave as you would others behave and stick to it with conviction. Read an article about a woman whose ethics in practice never cease to amaze me: [Hon. Flora MacDonald](#)
7. **Be better:** Know what you are good at and continuously find ways to get better at it.
8. **Be yourself:** Through it all, be true to yourself and take a minute or two each day to be grateful for all you have.

Career Management Search

Surfing the web and finding just the right credible information you need to help a client, finish a writing project or design a new process is not easy at times. The topic searched in this issue is career management programs for organizations:

- [US Department of Health and Human Services](#)
- [Service Canada: HR for Employers](#)
- [Human Resources and Development Canada: Essential Skills](#)
- [Human Resources and Social Development Canada: Looking Ahead](#)
- [Government of Canada Nova Scotia: The Work Place](#)
- [Career Life Skills Resources Inc.](#)
- [Everything 2:Career Planning](#)
- [BNET Business Network: Article](#)