

## 18. REDUNDANCY MANAGEMENT

- 18.1 Redundancy is adopted as a last resort to prune away surplus employees in an organisation due to restructuring, technological advancements, changes in Government functions, among others. In the private sector, the Redundancy Board examines justifications for workforce reductions and layoffs while in the Public Sector, employees are mostly redeployed to suitable positions in other Ministries/Departments/Organisations and are provided retraining to facilitate the transition. Provision equally exists in the Pensions Act for the grant of enhanced pension benefits to an employee who retires from public office as a consequence of a re-organisation or abolition of office.
- 18.2 Upon redeployment to a particular organisation, the employee is as far as possible, integrated on a personal basis in a grade which is more or less of the same level as his former position. The duties that incumbent would be required to perform are laid down in the scheme of service of the new grade to reflect the actual requirements of the job as per operational requirement.
- 18.3 Representations were made by certain employees of defunct Parastatal Bodies who have been redeployed in the Civil Service, to retain the higher salary that they were drawing in their former institution and same be revised in the context of a general review. It is worth pointing out that in determining the salary of the grade of the redeployed employee(s), various facts are considered including the proposed schemes of service, the responsibilities and duties that would devolve upon the incumbent.
- 18.4 Certain redeployed employees also represented that they have not been offered employment in an equivalent position to what they were occupying at the defunct institution. This, however, does not fall within the purview of the Bureau. It is up to the Ministry concerned to inform the redeployed employee(s) about all the issues related to their redeployment, as highlighted in our guidelines provided in the 2021 PRB Report.
- 18.5 As regards Conditions of Service, redeployed employees often aver that they should be eligible for the same benefits, such as duty remission facilities, which they were previously entitled to in their former positions. In a few cases, these employees are employed in corresponding positions where the nature of duties may differ and hence explaining the fact that they do not enjoy the same benefits. Concerning promotional avenues, opportunities for redeployed employees still exist as they can apply for higher posts in the Public Sector which are filled by way of open competition.
- 18.6 Since redeploying surplus personnel is a sensitive aspect of manpower planning reform, we consider that a systematic approach should be adopted when addressing such issues. In this context, in the last Report, general guidelines were recommended for a planned redundancy management

scheme in the Public Sector to ease the redeployment exercise taking into account both organisational needs and individual career trajectories.

- 18.7 For this review, we hold that for a more effective management of redundancy in the Public Sector, there is need for a centralised cell with clear guidelines, for the integration of surplus employees in new grades and making optimum use of experienced personnel.

### **Establishment of a Redeployment Cell, Framework and Register**

- 18.8 To ensure that the procedures for redeployment are administered in a transparent, fair, equitable and consistent manner, we are providing for the establishment of a centralised redeployment cell with an appropriate framework and guidelines. We are, therefore, recommending along these lines.

### **Recommendation 1**

- 18.9 **We recommend the setting up of a centralised Redeployment Cell under the Human Resource Development Division at the level of the MPSAR as a coordinating mechanism to facilitate the redeployment of officers for a more effective management of redundancy in the Public Service.**
- 18.10 **We also recommend that the MPSAR should, in consultation with the Ministry of Labour and Industrial Relations as well as the Federations, develop a Redeployment Framework to manage redundancy in the Public Service, taking into consideration, among others, the guidelines provided at paragraphs 18.7 and 18.8, in Volume 1 of the 2021 PRB Report.**
- 18.11 **We further recommend that the MPSAR should put in place a Redeployment Register to capture all relevant information concerning redundant/surplus employees in the Public Sector and ensure that the Register is kept up to date.**

