



The Redeployment Process outlined in the following table describes the steps documented in the Redeployment Process Flow. Each numbered step in the table below maps to a numbered activity in the process flow.

Process Trigger: The redeployment process is triggered when a process when the General Managers and Managers identify a fundamental disconnect between the skills and tasks required in the as-is organization and those skills and tasks that will be required in the new organization.

No.	Process	Responsible party
1.	During process reengineering, the GMs/Managers may recommend process improvements that significantly impact the tasks and skill requirements of employees currently performing in the as-is organization. When these impacts are identified, the GMs/Managers will immediately provide the following information to the SFA HR Director: a) name and contact person within the impacted organization, b) as-is process flows, c) to-be process flows.	GM/Manager
1.1	The GM/Managers/HR and SFAU will provide the base-level skill requirements that will be needed within the new organization (i.e., minimum educational requirements, required skills, and professional qualities).	GM/Manager/HR/SFAU
1.2	SFAU will then identify/develop/acquire training to help employees to develop the newly defined skills.	SFAU
2.	When the impacted organizations have been identified, GM/Supervisor and HR will meet with the team to discuss impacts and the potential career opportunity for counseling and career counseling services.	GM/Supervisor/HR
2.1	The GMs will meet with the Channel in which the impacted team resides, to communicate organization impacts.	GMs
3.	The Supervisor and HR will meet one-on-one with impacted employees. They will discuss impacts, outline career opportunities, explain career support structures and explain next steps for the individual.	Supervisor/HR
4.	Employee sets appointment with Career Education Center to further discuss opportunities.	Employee
5.	Career Counselors will educate impacted employees on the support services available to them: skill development programs, placement, outplacement to other agencies and employers, retirement, special projects, other. In addition, they will discuss conducting a skills inventory and next steps for	Career Counselor/Center



	<p>transition. They also have access to resume preparation, interviewing skills, retirement planning, higher education, etc.</p>	
6.	<p>Career Education Center is responsible for working with each employee to conduct a skills inventory and activity analysis, which will be provided to HR and SFAU and used for retraining and/or redeployment of employees.</p> <p>The skills inventory may be accomplished through self-assessment and/or other means.</p> <p>Additionally, Career Counselors will help employees to develop a Personal Development Plan (PDP) based on their skills, interests, and available redeployment options. The PDP outlines the skill development opportunities and career interests of each employee and helps them develop a roadmap for their future. It also provides HR with a structured plan, which allows them to approve courses that fall within the purview of the plan and dis-approve those courses that are outside the scope of the employee's PDP.</p> <p>The output from this process is a PDP for each employee which goes to HR.</p>	Employee/Center
7.	<p>With the guidance of HR and the Career Education Center, the employee chooses an option to pursue.</p>	Employee
8.	<p>If an employee's job is eliminated in the reorganization, the employee may select one of the following three options.</p> <p>Placement Option:</p> <p>a) Apply for new role/job within SFA.</p> <p>Skills Development Options:</p> <p>a) Higher Education program coordinated through an existing institution of higher education. (Maximum of two years funded education.)</p> <p>b) Skills development program, which is a shorter-term option to the education program and develops discreet skills such as computer skills, writing skills, etc. Upon completion, the employee has ## weeks of funded job search.</p> <p>Alternative Options:</p> <p>a) Retirement planning to help employees determine if</p>	N/A



	<p>they are financially able to retire.</p> <p>b) Outplacement to help employees find suitable jobs in private or other public sector organizations. (Employee has ## weeks of funded job search.)</p> <p>c) Other: TBD</p> <p>If an employee's job is changed by the reengineering process (but not eliminated), the employee will likely select retraining in the newly defined job.</p> <p>If not, the employee has the same options as all other employees and may choose Placement (Step 9), Skill Development (Step 10), or Alternative Options such as retirement planning or outplacement (Step 11).</p>	
8.1	<p>If the employee chooses retraining, employee goes to Step 8.2.</p> <p><i>If not, employee selects one of three options: Placement (Step 9), Skills Development (Step 10), or Alternative Options (Step 11).</i></p>	N/A
8.2	<p>To prepare for retraining, the Career Education Center identifies skill gaps that will require training and shares the skill gaps to SFA University for training development.</p>	Center
8.3	<p>SFA University will develop the training or contract with an outside organization for training development and delivery.</p> <p>SFA University will also manage registration and training logistics for SFA employee training unless these tasks are contracted out.</p>	SFA University
<p>PLACEMENT PROCESS</p> <p>If an employee's job has been eliminated in the reengineering process (or he/she chooses not to be retrained in the changed position), employee may choose to enter the Placement Process.</p>		
9.1	<p>Center helps the employee conduct a search of open positions that may match the employee's skills and interests. The output from this step is a list of job openings that are provided to the employee.</p>	Employee/Center
9.2	<p>If the job openings match the skill, interests and grade level of the employee, go to Step 9.3.</p> <p><i>If not, employee goes to Step 10.1 (Skills Development) or Step 11.1 (Alternative Options).</i></p>	N/A



9.3	The employee is responsible for applying for each job. The employee has ## weeks of “job search” before they are required to enter the Skills Development or Alternative Options process.	Employee
9.4	If the employee is hired for a new position within the job search time frame, go to Step 9.5. <i>If not, employee reenters Step 9.1 to identify open jobs that match their skills, interests and grade level.</i>	N/A
9.5	Employee is hired and the placement process ends.	HR
<p>SKILLS DEVELOPMENT PROCESS</p> <p>If an employee’s job has been eliminated in the reengineering process (or he/she chooses not to be retrained in the changed position), employee may choose to enter the Skills Development Process.</p>		
10.1	When an employee enters the skills development process, the Career Education Center and SFA University work together to educate the employee on the skills development choices: development of professional skills (shorter term option) and higher education programs (longer term option).	HR/Center/SFA University
10.2	The employee selects the program that is most appropriate for their skill development goals (documented previously in their PDP).	Employee
10.3	If the employee selects an option, go to Step 10.4 <i>In the (limited) instances when an employee does not choose any of the available skills development options, the Center directs the employee to Alternative Options (Step 11.1).</i>	N/A
10.4	Employee completes the skills development program and reenters the Placement process to put their new skills to work.	Employee
<p>ALTERNATIVE OPTIONS PROCESS</p> <p>This process is triggered when employee opts for non-educational options such as outplacement, retirement, etc...</p>		
11.1	Career Education Center works with the employee to understand the alternative options such as retirement. MUST BE NEGOTIATED WITH UNION.	Center
11.2	TBD MUST BE NEGOTIATED WITH UNION.	



Questions/issues regarding process:

- What happens if there is a skill match but the grade is below the employee's current level?
- If employee does not have skills required to fill open positions AND is not interested in skill development, outplacement, or retirement, what happens then?
- Is there a time limit on the job search loop?
- Is there a time or cost ceiling on the education/skill development loop?