REDEPLOYMENT AND REDUNDANCY

This item sets out the Council’s written policy for handling organisational change, which involve staff redundancies. This policy was agreed by the Policy and Resources Committee in July 1998, following consultation with the local trade unions.

The item contains two separate documents (click on the titles to access them): the redundancy and redeployment policy and agreed procedure; and guidance notes for managers and personnel staff who are dealing with redundancies.

Policy and Procedure for Handling Redeployment and Redundancy

Part One: Redundancy

1. Policy Statement

The Council recognises the need to maintain a stable workforce and, having in mind the needs of the service and its statutory obligations, will seek to avoid redundancies.

However, where the Council decides redundancies are considered inevitable, every effort will be made to ensure equality and fairness of treatment to minimise its effects on those employees involved, based on procedures contained within this document.

The Council will comply with all statutory requirements in respect of redundancy, including consultation with employee representatives.

2. Avoidance of Redundancy

In seeking to avoid redundancy the Council will consider the following:

The process of natural wastage, where possible within the Council’s financial constraints

Limitations on recruitment.

Retirement of employees over the age of 65.

Reduction or cessation of overtime working other than contractual or emergency overtime.
To avoid overtime working, some changes in normal working hours may be necessary.

Termination of casual appointments/agency staff, where appropriate.

Alternative working arrangements - e.g., part-time working, job sharing, alternate week working, shorter set working week, annualised hours

Voluntary reductions in hours.

Transfer to another job within the Business Group, including retraining where necessary. (A reasonable period of retraining will be considered). This would be appropriate where the posts are on the same terms and conditions and/or there is a contractual right to transfer the individual (see also: Guidelines on Transfer which form Appendix 1 to this policy document).

Any other means the Council may consider necessary in consultation with employee representatives. e.g. short-term deferment of redundancy date if a suitable vacancy is anticipated within a reasonable time scale (say three months)

The foregoing factors will need to be balanced by consideration of the needs of the service.

3. Voluntary Redundancy

Volunteers for redundancy and voluntary early retirements in accordance with pension regulations will be considered prior to compulsory redundancies being applied. Volunteers will be invited from employees within the relevant section, department or business group as deemed appropriate. Acceptance of volunteers must be conditional on this being compatible with the retention (where relevant) of a balanced workforce.

4. Redeployment

Redeployment to another job may be undertaken in order to avoid dismissal due to redundancy. Only where an employee unreasonably refuses an offer of suitable alternative employment will redundancy pay be withheld.

Employees who accept an offer of redeployment will be allowed a trial period of four weeks. If during the trial period the employer and employee mutually agree that the employee can leave, then the redundancy payment will still be made.

5. Redeployment to a job at a lower grade/range
Employees, who accept redeployment to a post where the grade/range is at a lower level, will continue to receive their existing salary for a period of twelve months from the date the redeployment starts. Thereafter, their salary will be adjusted to the maximum of the new grade/range. Any extension to the twelve month period would be subject to the agreement of the Director of Personnel and General Services.

6. Selection Criteria for Redundancy

The aim of the selection criteria is to retain a balanced workforce, taking account of individuals’ skills, experience and knowledge.

Volunteers for redundancy will be considered provided the balanced workforce objective is met.

Depending on the circumstances the pool for selection for redundancy may need to include similar positions within the business group in addition to staff working in the area directly affected.

In selecting staff for redundancy the following factors will be taken into account:

**Operational requirements** - Relates to the importance and necessity of particular posts to the needs of the service. These may range from statutory requirements to determine minimum numbers/types of staff to deliver the service effectively to the need for a balanced workforce in terms of experience, skills and knowledge.

**Individual Circumstances** (the following two factors should be given equal consideration)

*Knowledge and skills* - the range and level of skills and knowledge possessed by the individual including the individual’s responsiveness to change and their ability to do a variety of work.

*Overall work performance* - the individual’s work rate and effectiveness should be judged by formal methods wherever possible. e.g. performance review.

*Only if it is not possible to reach a decision having applied the above criteria should the following be taken into account.*

*Attendance* - those with poor attendance records to be considered ahead of those with good attendance records. Consideration of attendance records should take into account reasons for, and frequency of, non-attendance.
**Conduct/Capability** - those with a disciplinary warning issued against them within the last 2 years (excluding any warnings which have expired within that time).

**Length of Service** - those with shorter service to be considered ahead of those with longer service. Service means continuous local government service. In the case of breaks in service which are solely for the purpose of caring for an immediate relative (including maternity breaks) and provided that the employee has not pursued any alternative employment during that time, total service will count.

All selection criteria will be carefully applied to ensure that their application does not discriminate on the grounds of sex, disability or race.

An employee selected for redundancy will have the right of appeal to the Council’s Appeals Panel.

### 7. Effects of Redundancy on Other Terms and Conditions

**Relocation Scheme** - In the case of employees made redundant, the requirement to repay to the Council any removal and/or legal fees etc., as detailed in the Council’s Relocation Scheme, will be waived.

**Tied Accommodation** - Those employees made redundant and who are housed in tied accommodation will have to vacate the property on their last day of service. Alternative accommodation will be offered in accordance with Council Policy.

**Car and Season Ticket Loans** - An employee in receipt of a car or season ticket loan will be required to repay the outstanding debt on being made redundant.

**Car Leasing** - No penalty payments under the car leasing scheme would be charged to the employee in the event of redundancy.

**Post Entry Training Expenses** - Employees will not be liable to repay any fees or expenses arising from post entry training agreements.

### 8. Redundancy Payment Scheme

Employees under 50 years of age who have at least 2 years’ reckonable service will be eligible for payments based on age and length of qualifying service.

The scheme applies to full time and part time employees irrespective of hours worked.
A week’s pay is calculated in accordance with the provisions of the 1984 Local Government (Compensation for Redundancy and Premature Retirement) Regulations. The actual amount of a week’s pay is calculated as for pensionable pay and benefits received in the 12 weeks before termination.

9. Early Retirement

For staff over the age of 50, in addition to redundancy payments, consideration will be given to the early release of pension benefits in accordance with current Council Policy.

Part Two: Redeployment

REDEPLOYMENT PROCEDURE

The following procedure will be followed in cases where employees are subject to notice of redundancy.

The relevant Director (or representative) will arrange for full particulars of the person(s) to be redeployed, to include a comprehensive assessment of their skills and experience together with the reason to be circulated to all business groups via Group Personnel Managers.

Each Group Personnel Manager will seek to identify suitable vacancies, including those where some retraining may be necessary. Potentially suitable posts will not be advertised until any redeployees have been considered. The individual will also have responsibility for identifying potentially suitable vacancies and informing their manager of their interest.

The employee’s manager and the Group Personnel Manager will discuss any jobs available with the employee and consider which are most suitable. Further details of the job should be sought from the appropriate section manager if required.

The potential redeployee will be interviewed by the employing department ahead of other candidates, but at the same time as any other interested redeployees. Providing the person meets the essential requirements (or could meet them with a reasonable amount of training) the post will be offered to that individual. The individual has the right to a four week trial period.

In the event of an unsuccessful redeployment application the Chairman of the Interview Panel will formally give reasons to the individual and his/her trade union representative if desired. The individual’s senior manager should also be notified accordingly.
The redeployment process will continue until either the individual is appointed or no further suitable jobs can be identified, and/or the period of notice expires.

If individuals consider that they have been treated unfairly at any stage of this procedure they should first discuss the matter with their immediate supervisor/manager. If individuals remain dissatisfied they have the right of appeal to the Council's Appeals Panel.
Appendix 1

Guidelines on Transfers

The intention of a transfer is to avoid a potential redundancy situation by moving an employee prior to selection for redundancy.

This can only take place where the authority has a contractual right to transfer the employee and where a transfer could have taken place regardless of whether or not there is a redundancy situation. Where there is no contractual right to transfer the employee, a transfer may take place on a voluntary basis, if acceptable to all parties.

Transfers will only take place between posts of the same grade/range, unless the employee volunteers for a transfer at a lower grade and salary.

Transfer will take place within business groups. There is no provision for transfers across business groups although this should be encouraged if a mutually acceptable arrangement can be agreed and is practicable.

A transfer should normally occur before a vacancy is advertised.

If more than one eligible employee is under threat of redundancy and is interested in the transfer vacancy, a transfer selection will be made through a competitive interview.

If the Council has the contractual right to transfer more than one employee, but no employee wishes to transfer, a selection will be made on the basis of the selection criteria in the redundancy procedure. The employee who would have been selected for redundancy as a result of this procedure will be transferred.

If there is no contractual right to transfer an employee, or if the right exists but there are no opportunities for transfer or a voluntary transfer cannot be arranged, there will be selection for redundancy in the normal way.
Guidance Notes for Managers and Personnel Staff

1. Introduction

These guidelines have been compiled to answer some of the questions that may arise from redundancy situations. The guidelines will help to ensure that the process is consistent and fair across the Council.

This booklet is intended to act as guidance for managers and personnel staff.

These guidelines should be read in conjunction with the Council’s Policy and Procedure, for Redundancy and Redeployment.

The implementation of redundancies can be a complex process and it is essential that managers follow the proper procedures at all stages of the process. A failure to comply with the established policies and procedures could result in employees making successful claims to an Industrial Tribunal for unfair dismissal and receiving financial compensation and would be damaging to the reputation of the Council as a good employer.

A checklist for handling redundancy is attached as Appendix 1, at the end of these notes.

2. Consultation with the trade unions

It is the Council Policy and a legal requirement that the relevant Trade Unions are consulted when it becomes likely that a redundancy situation will arise.

If reductions in staff are necessary the potential for redundancy should be discussed with the Trade Union(s) representatives at a meeting attended by an appropriate senior manager and a Personnel representative. This discussion should constitute meaningful consultation, i.e. any representations made by the Trade Union(s) need to be considered and responded to before any proposals are given effect.

The Trade Union(s) should also be consulted when determining the pool of selection and the detailed application of the selection criteria.

Notification to Department of Trade and Industry

If twenty of more employees are to be made redundant, the DTI must be notified, using Form HR1.

The notice required must be:

at least 90 days in advance if 100 or more employees are to be made redundant over a 90 day period; or

at least 30 days in advance if at least 20 but less than 100 due to be made redundant over a 30 day period.
Information to be given to trade union representatives

Set out below is a list of the information to be provided to union representatives when consulting on redundancy.

- the reasons for the proposals;
- the numbers and descriptions of the employees whom it is proposed to dismiss;
- the total number of employees of each description employees by the employer at the establishment in question;
- the proposed method of selection; and
- the proposed method of carrying out the dismissals with due regard to any agreed procedure; including the period over which the dismissals are to take effect.

3. Avoidance of redundancies

The Council undertakes to avoid redundancies wherever possible but where redundancies are inevitable, every effort will be made to ensure equality and fairness and to minimize the effects on those employees involved.

The Council will seek to avoid redundancy through:

- employee turnover (natural wastage)
- limitations on recruitment
- retirement of employees over 65
- reduction in overtime
- termination of casual/agency and temporary staff
- alternative working arrangements
- voluntary reduction in hours
- transfer to another job

Volunteers for redundancy and, where appropriate, early release of pension benefits, will be considered prior to compulsory redundancies taking place. However, acceptance of volunteers must be conditional on this being compatible with the retention (where relevant) of a balanced workforce. See Appendix 2, Guidance for Managers, at the end of these notes.

4. Notification of redundancy

The relevant manager, in consultation with Personnel will need to inform employees of the possibility of redundancy. This should be done orally wherever practicable and confirmed in writing. The employees should be given information on how the redundancy procedure operates and the timescale involved.

Where the manager is aware that employees may be redundancy at a date in the future, for example where an establishment is likely to be closing, it is advisable to avoid giving a firm date in any written communication, as this may constitute a notice of redundancy. If an employee has been warned of possible redundancy situation but has not been given a date, if he/she leaves before the date of closure he/she will not be entitled to a redundancy payment.
5. Establishment of a selection pool

In the event of an establishment closing down or a complete function ceasing to operate, then those employees directly affected will be redundant. Similarly, where it is evident that the redundancy applies to one or more specific posts, it will not be necessary for a pool to be identified.

Where there needs to be reduction in the number of employees for a particular function a selection process will take place. Employees directly employed in carrying out that function will constitute “the selection pool”. Where the reduction is wider or where there is greater flexibility and interchangeability between posts, then the pool should be based on employees who can be required to do the particular duties under their contracts of employment. Initially as wide a pool as possible should be established. This will then be narrowed down through the selection on operational requirements.

If there is a restructuring of the organization and posts in the new structure are substantially the same as the posts in the old structure, existing employees should be assimilated to the appropriate post in the new structure. If there are more employees than posts then these employees will constitute the selection pool.

It is advisable to obtain details of redundancy entitlements of the employees in the pool.

There should be consultation with trade unions on the pool for selection in order to avoid potential dispute at a later stage of the process date.

6. The redundancy selection panel

Having established the pool for selection, the next step is to set up a Redundancy Selection Panel.

The Panel must consist of at least two people and, normally, not more than four people, including:

A Senior Manager - who must have knowledge of the work and preferably the individuals in the selection pool.

A Personnel Representative.

Managers/supervisors below Range D will not normally be panel members. However, it is essential that the Panel has knowledge of individuals in the selection pool. In all cases managers assessment form (see paragraph 8 below) will need to be completed, but in some circumstances it may assist to have the manager/supervisor on the panel.

The panel will need to determine the detailed application of the criteria to be used in the selection process.
The panel should set dates for the interviews/evaluation and arrange for the employees to be formally notified with a view to these being completed as speedily as possible.

7. Selection criteria

The criteria used for selection must be applied reasonably, fairly and objectively. All selection criteria must be carefully examined to ensure that their application does not discriminate on the grounds of sex, disability or race.

Operational Requirements

The primary objective is to be able to provide an effective service, therefore most weight should be given to this factor. This factor relates to the importance and necessity of the post to the needs of the service. Using this factor can involve:

- Demands for particular levels of skill or qualification.
- Number and grades of employees needed to deliver the service effectively.
- Considering the need for a balanced workforce in terms of experience, skill and knowledge.

Individual Circumstances

The following two factors should be given equal consideration:

Knowledge and skills - the range of skill and knowledge possessed by the individual including the individual’s responsiveness to change and the ability to do a variety of work.

Criteria in relation to this factor should relate to the person specification for the job(s) in the new structure. Also to be taken into consideration should be any areas of work which the employee has willingly undertaken although it may be outside the job description and any work which has recently tested the employee’s initiative and responsiveness.

Care must be taken to ensure that a requirement does not indirectly discriminate; for example, a requirement to work non-contractual overtime on a regular basis could discriminate against women.

It might also be helpful to refer to the relevant job evaluation scheme and to competencies for that level of work.

Overall work performance - the individual’s work and effectiveness should be judged by formal methods (e.g., levels of bonus, performance review, appraisal) wherever possible. However, if these methods are not available other objective measures of the individual’s performance should be sought, e.g., performance standards, objective measures of the volume of work. All conclusions should be substantiated with evidence.

Only if it is not possible to reach a decision having applied the above criteria should the following three criteria be taken into account.
Attendance - when using this factor remember that consideration does not relate to an individual's absence in isolation but comparisons of levels of absence with other employees in the pool of selection.

This factor should be used with caution and discretion, e.g. take more account of frequent unrelated short term absences than a single long period of absence.

Examine carefully the nature and level of sickness absence in particular when an employee with a disability is to be considered for redundancy.

Conduct/Capability - this relates to any current disciplinary warnings, but excludes warnings which have expired.

Length of service - those with shorter service to be considered ahead of those with longer service. Service means continuous local government service. In the case of breaks in service which are solely for the purpose of caring for an immediate relative (including maternity breaks) and provided that the employee has not pursued any alternative employment during that time, total service will count.

8. Application of the criteria

All employees within the selection pool will be required to complete an Employees Assessment Form. The employees’ immediate line manager/supervisor will also complete an Manager’s Assessment Form unless they are part of the Selection Panel.

Each individual in the pool must be interviewed separately.

The panel will make its decision based on the knowledge the panel has of the employee obtained from:

The employee’s personal file
The employee assessment form
Either the manager’s assessment form or the manager’s participation as part of the Selection Panel
The redundancy selection interview (where appropriate).

9. Conducting the interview

The information set out in 8 above should be available before the interview.

It should be explained to the employee that the interview is an opportunity for them to make a statement to the Selection Panel and inform the employee that the panel may ask questions. Questions will relate directly to the criteria outlined in the assessment form and the statement made by the employee.

At the end of the interview the employee should be informed of when the decision will be communicated.

It is essential that notes of the interview are kept. These should be retained for a period of at least six months.
10. Scoring system

The following scoring system should be adopted by the panel.

Knowledge and Skills & Overall work performance

Each individual element within these criteria should be marked out of five as indicated below:

- 5 points: Meets and exceeds the criteria in all aspects
- 4 points: Meets all the criteria and exceeds some
- 3 points: Meets the criteria
- 2 points: Meets some of the criteria - Needs improvement
- 1 point: Falls well below the criteria

Individual panel members should score separately prior to a panel discussion leading to an agreed collective score.

The total points should be added up and the employees within the pool ranked according to the points scored. Notes must be made at the time and retained for six months.

Other Factors

Only when two or more employees are ranked the same should consideration be given to attendance, conduct/capability and length of service.

11. Making the Decision

The ranking of each element is then added together. The overall total will then be used to determine who is to be selected for redundancy. The panel must complete a *Redundancy Selection Record form* (page 27) for each employee in the pool. The Chairman must complete the Redundancy Selection Summary, covering all the employees in the pool.

12. Communicating the decision

Inform the employee(s) and their trade union representative(s) of the decision as soon as possible. This should be done personally by the Manager who chaired the redundancy selection panel. In telling the employee stick to the facts as any information given to the employee could be used as evidence in an appeal.

If the employee has not already been given information on their redundancy benefits it is likely that they will ask for it at this stage.

Inform the employee of their right to register an appeal against the decision if they consider they have been unfairly treated or selected.

A redundant employee is entitled to ask to see the assessment information about themselves, but this request should be done in writing. Information on other individuals should not be given.

Consideration should be given to the needs of the individual for support and guidance as to his/her options and rights at this stage.
13. The right to appeal

Any appeal under the redeployment or redundancy procedure should firstly be discussed with the immediate supervisor/manager and dealt with in line with the grievance procedure.

There is an entitlement to Trade Union representation at these meetings.

Where employees are pursuing a grievance to Member level, the appeal will normally need to be heard within the notice period. If, however, the notice period expires before this process is exhausted, the employee will be entitled to pursue the procedure after their employment ends.

Employees with at least 2 years’ continuous service, who feel they have been unfairly selected for redundancy, may complain to an Employment Tribunal within 3 months of their employment ceasing.

14. Redeployment

Redeployment to another job may be undertaken in order to avoid redundancy. Only in exceptional circumstances will an employee who refuses an offer of suitable alternative employment be entitled to redundancy pay.

Payment in lieu of notice - if a payment in lieu of notice is made the Council will not seek redeployment opportunities.

Suitable Alternative Work - the possibility of suitable alternative employment requires serious consideration and adequate discussion. Key issues here are:

*the current contract may already contain a broad enough job description or mobility or flexibility clause for alternative work to fall within the scope of what the employee can reasonably be required to do - and therefore the transfer to new duties can occur without any need for notice or a trial period.

*dismissal should be delayed if it is anticipated that opportunities are likely to occur shortly e.g. due to high turnover. However, clear deadlines/timescales would need to be determined in order that the matter does not simply drift indefinitely.

*the employee must be given enough information about the alternative job, and enough time, to make an informed decision, and should be encouraged to take up a trial period.

*reasonable efforts should be made to identify suitable vacancies within the organisation. The procedure is set in part two of the Policy and Procedure for Handling Redundancy and Redeployment.

A redeployee is entitled to preferential consideration where the suitable alternative work is on the same grade or lower.

A redeployee is not entitled to preferential consideration where the suitable alternative work is at a higher grade. If there are suitable internal candidates for a higher graded post, it should normally be advertised on an internal only basis, and the redeployee considered as part of a competitive interview.
Trial Period - A redeployed employee will have the opportunity to a trial period of up to four weeks (unless extended by mutual agreement) in a new job. The purpose of this is for the employee and the line manager to make a full assessment of suitability for the new job.

Protection of Earnings - Employees who accept redeployment will, if the salary of the post is lower, continue to receive a salary equivalent to the contractual earnings of their previous post for a period of twelve months after the redeployment starts. The costs associated with any such salary protection will be borne by the business group from which the employee is redeployed.

Tied Accommodation - where an employee in tied accommodation is redeployed, consideration will need to be given to whether it remains appropriate for accommodation to be made available “for the better performance of the job”. If so, it is likely that the existing terms of the tenancy will continue to apply. If this is not the case, or where the accommodation is required for other purposes, the employee will need to be considered for rehousing in accordance with the Council’s Policy.

Post Entry Training - If an employee who is currently receiving post-entry training in his/her previous post is redeployed, it is at the new manager’s discretion whether or not time off will be given - the expenditure for the course has probably already been committed. It is not always necessary to give both time off and financial support, since the new department may decide only to give the time off for the employee to finish a course. Where possible employees who have been redeployed should be allowed to finish the academic year. Managers would be expected to look favorably on such situations.

Redeployment into Schools

Where relevant, all schools will receive a letter asking for their co-operation with the redeployment of staff.

15. Maternity leave and redundancy

Given the complexity of this aspect of redundancy, guidance on individual cases should be sought from the Group Personnel Manager.

16. Redundancy payment scheme

Employees under 50 years of age

Employees under 50 years of age who have at least 2 years reckonable service will be eligible for payments based on age and length of qualifying service.

Service does not have to be continuous provided that the break does not exceed 7 consecutive days, although this must include two Saturdays. However, previous service will not count if the employee has already received a redundancy payment in respect of that period.

The scheme applies to full and part time employees irrespective of hours worked.
The council will normally exercise discretion to use actual average weekly pay for the calculation of redundancy benefits. A week’s pay is calculated in accordance with the provision of the 1984 Local Government (compensation for Redundancy for Redundancy and Premature Retirement) Regulations. The actual amount of a week’s pay is calculated as for pensionable pay and is based on the amount of pensionable pay and benefits received in the 12 months before termination.

**Employees aged 50 years and over**

Consideration will be given to the early release of pension benefits in accordance with current Council policy.

### 17. Annual leave entitlement

Employees who have used more than their entitlement to annual leave by their last day of service will not have any monies deducted from them to compensate.

In normal circumstances, employees who are made redundant and who are not required to work their notice, will not be paid in lieu of outstanding leave, including carried-over and banked leave since this will be subsumed into their notice period.

When an employee’s outstanding leave entitlement is greater than their period of notice the balance will be paid.

Employees who are made redundant and who have been absent for ill health reasons will be entitled to payment of outstanding leave for the current leave year.

Staff should be encouraged and allowed to take leave within the current holiday year.

Staff who have accumulated leave under the Mini-Sabbatical Scheme will have such leave subsumed into their notice period.

### 18. Other benefits

**Relocation expenses** - the Council will waive its right to repayment.

**Lease Cars** - People with lease cars who are not being paid in lieu of notice should return the car on the last day of service and no penalty payment will be charged.

**Car & season ticket loans** - the outstanding debt will have to be repaid by the last working day.

**Post Entry Training** - The Council will waive its right to repayment. However, no further financial support will be given. In cases where the Council has paid for the full academic year employees should be allowed to complete the academic year, if they wish, although no further financial support will be given during this period (see also Redeployment).
Tied Accommodation - Employees who are currently in tied accommodation should be treated with utmost sensitivity since they have the additional concern of losing their home as well as losing their job. Before interviewing the employee contact the Housing and Strategic Development Department, to discuss the probable housing situation.

Employees who are in tied accommodation and who are considering volunteering for redundancy should also be advised to discuss their future housing needs with the Housing and Strategic Development Department prior to making a firm decision to volunteer since they may not be eligible for rehousing.

19. Payment in lieu of notice

Payments in lieu of notice are made when an employee cannot be given the full contractual notice to which he/she is entitled.

In cases of payment in ‘lieu of notice’ as above employees are not liable for income tax, National Insurance or Pension on the payment in lieu of notice, providing it is less than £30,000 with other payments.

There may also be cases where the Council does not wish the employee to remain at work, or where the Council agrees to a request from the employee not to have to attend work during his/her notice period. In these cases the employee will remain on the payroll for the period of his/her notice and will receive monthly/weekly payments which will be subject to tax, national insurance and pension. During this period the individual will remain in the employment of the Council. Directors and the Director of Personnel & General Services approve any payments made in lieu of notice.

Where relevant, employees who are given payment in lieu of notice should be informed that leased cars must be surrendered by their last day of service.

20. Continuous local government service

If an employee is made redundant from the Council, and subsequently takes up employment with another Local Authority, previous service will be taken into account when calculating annual leave, sickness payments and maternity leave entitlements, provided the break in service is not more than 2 years. This applies regardless of whether the employee has carried out other paid employment in the meantime.

21. Time off to look for work

Redundant employees are entitled to reasonable time off during their notice period to look for new employment or to make arrangements for training for future employment. This should be arranged with the manager of the section. It is recognised that some employees may need time off to look actively for work in addition to attending interviews.

22. Job information and support for leavers

Support to redundant employees can be offered internally.
Redundancy Support Package

This should be given to any redundant employees and should contain:

Details of redundancy entitlements and procedures
Redeployment procedures
Information regarding state benefits
Contact names and numbers
Individual support

Administrative Support

All redundant employees should have reasonable use at no charge of the following facilities during their notice period:-

Telephones (e.g. contact with potential employers)
Typing facilities (application forms, CV’s etc.)
Photocopying facilities
Postal facilities

Training

The Council will consider running courses for those affected by redundancy e.g. planning for retirement, seeking alternative employment.
APPENDIX 1

THE REDUNDANCY PROCESS CHECKLIST

As soon as a specific proposal has been formulated and redundancy is contemplated then there should be consultation with the Trade Unions and, where necessary a HR1 form should be submitted to the Secretary of State.

Notify employees and Unions (and, where appropriate the Secretary of State via Form HR1) of the possibility of redundancy.

Establish a selection pool

Get redundancy figures for all employees in the pool as required

Determine who will make up the Redundancy Selection Panel:

Panel to agree the detailed application of the following criteria for assessment:

*Knowledge and skills*
*Work Performance*

Then:

*Attendance*
*Conduct/Capability*
*Length of Service*

Consult with trade unions

The panel to agree the scoring system to be used - First two criteria must be given equal consideration

Set dates for Evaluation / Interviews and inform employees of arrangements.

Managers assessment form to be completed where appropriate.

Employee assessment form to be completed

Panel to evaluate each employee based on the assessment form(s) completed and any interviews conducted

The Manager who chaired the redundancy selection panel will notify staff of the decision

Give the decision personally
The employee(s) to be made redundant should be seen first
Reasons for selection should be given in a clear and open manner
Confirm the decision in writing setting out the appeal rights.
Give employee an information pack

*Notification to the Secretary of State is required in cases where at least 20 employees are likely to be made redundant from one establishment.

APPENDIX 2
VOLUNTARY REDUNDANCY

GUIDANCE FOR MANAGERS

These guidelines should be read in conjunction with the Council’s Policy and Procedure for Handling Redundancy and Redeployment which states that volunteers for redundancy and early retirement will be considered prior to compulsory redundancies being applied.

Acceptance of volunteers is at the discretion of management.

When considering an application for voluntary redundancy, you should take the following factors into consideration:

**Operational Requirements:** it would be unwise to allow a volunteer to leave on redundancy if it will mean that this will leave a gap in the skills of the remaining workforce. You will obviously want to retain an employee who has particular expertise or whose performance is consistently high. The aim of the Council is to retain the most effective employees.

**Workload:** if the work of an employee who volunteers for redundancy can be absorbed by other employees, then the request for voluntary redundancy may be granted. However, if the employee’s work cannot easily be absorbed by others, then there must be a period of consultation with appropriate staff and the Union. The purpose of the consultation would be to reach an agreement with the affected employees regarding revised working arrangements before a decision is made on the request for voluntary redundancy.

**Service Delivery:** You will need to consider the effects on service delivery if the employee is made redundant. Where services to external clients will be affected as a result of voluntary redundancies, you may have to obtain Committee approval regarding the change in service. Also, you should consult with internal service receivers if service delivery or standards of service will be reduced as a result of the voluntary redundancy.

Where you have to select from a pool of volunteers, the criteria used for selection for compulsory redundancy will apply, but with a different emphasis. The main difference arises with length of service. In cases of voluntary redundancy, the factor regarding length of service is reversed to become “first in, first out”. You must interview volunteers and it is important to keep notes. You will then record the reasons for the decisions made in case there is any subsequent enquiry.

Before a request for voluntary redundancy is rejected on the grounds that the employee’s work cannot be reorganised etc. the Group Personnel Manager should be asked to check whether there are any other employees in other service units/departments who possess the appropriate skills and are seeking redeployment.

The final decision on whether or not to grant an application for voluntary redundancy, rests with the Director/Head of Service.

Employees who are refused their request for redundancy should be given a written explanation of the reasons for refusal and have the right to pursue a grievance under the Council’s Procedures, if they feel that insufficient justification has been given the decision reached.
**EMPLOYEE ASSESSMENT FORM**

Please complete all sections of this form – use additional sheets if necessary.
If you require any assistance in completing this form please contact your Personnel Section or your trade union representative.

<table>
<thead>
<tr>
<th>NAME</th>
<th>JOB TITLE</th>
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</thead>
<tbody>
<tr>
<td>SECTION</td>
<td>DEPARTMENT</td>
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</table>

WHEN DID YOUR CONTINUOUS LOCAL GOVERNMENT SERVICE COMMENCE

DO YOU WISH TO HAVE AN INTERVIEW WITH THE SELECTION PANEL

<table>
<thead>
<tr>
<th>YES □</th>
<th>NO □</th>
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<table>
<thead>
<tr>
<th>SELECTION CRITERIA</th>
<th>EMPLOYEES COMMENTS</th>
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<tbody>
<tr>
<td>KNOWLEDGE AND SKILLS</td>
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NAME ………………………………………………………………………………….  

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<tr>
<th>SELECTION CRITERIA</th>
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<tr>
<td>OVERALL WORK PERFORMANCE</td>
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SIGNED: ...........................................................................................................

DATE FORM COMPLETED: ..........................................................................................
MANAGER’S ASSESSMENT FORM

Please complete all sections of this form – use additional sheets if necessary.

<table>
<thead>
<tr>
<th>SECTION</th>
<th>DEPARTMENT</th>
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</thead>
<tbody>
<tr>
<td>EMPLOYEES NAME</td>
<td>JOB TITLE:</td>
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<tr>
<td>MANAGERS NAME</td>
<td>JOB TITLE:</td>
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NAME ........................................ MANAGER ........................................

23
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NAME: .............................................................................................................
### REDUNDANCY SELECTION RECORD

**EMPLOYEES NAME** ..............................  **JOB TITLE:** ................................

**SECTION** .......................................  **DEPARTMENT** .............................

**NUMBER OF YEARS OF CONTINUOUS LOCAL GOVERNMENT SERVICE** ............

<table>
<thead>
<tr>
<th>SELECTION CRITERIA</th>
<th>PANELS COMMENTS</th>
<th>POINTS</th>
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<tbody>
<tr>
<td>KNOWLEDGE AND SKILLS</td>
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<tbody>
<tr>
<td><strong>SUB-TOTAL</strong></td>
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<tr>
<td><strong>RANK</strong></td>
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**NAME:** ........................................................................................................
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PANEL ……………………………………
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DATE FORM COMPLETED …………………………………………………

SUB-TOTAL

RANK
## Summary

### Redundancy Selection Record Form

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<th>Knowledge and Skills</th>
<th>Work Performance</th>
<th>Overall Rank</th>
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