

Redundancy Selection Procedures

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PROCEDURES

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	INTRODUCTION
	<i>When a potential redundancy situation arises, it is the responsibility of senior management within the School /Professional Service to ensure that these procedures are fairly and consistently applied.</i> <i>When applying provisional redundancy selection procedures, guidance should be sought from Human Resources at each stage of the process.</i>
1.	Provisional Redundancy Selection (“At Risk” Posts)
	Where there is a reduction in the need to carry out work of a particular kind, and there is more than one employee undertaking that work, a selection process will take place to identify which posts are provisionally “at risk” of being made redundant. In identifying such "at risk" posts, managers will be able to demonstrate clearly the proposed new structure with indicative grades and FTEs required and there will have already been a period of consultation about the proposed changes to the structure, together with consultation on methods of avoiding redundancy.
2.	Selection Pool
	Having identified which and/or how many roles are at risk of redundancy, senior management will determine the pool and the criteria from which employees will be selected for redundancy, in consultation with the recognised Trade Unions, [where the number of potential redundancies identified is greater than 19 at any one establishment]. Senior management will also have responsibility for reporting key outcomes to the CJNCC. The pool of employees to be selected from will depend on the circumstances and operational/management considerations. The pool will normally consist of employees who carry out the same or similar work and perform jobs that are interchangeable, whether or not in the same School /Professional Service, or location, or on the same shifts. In certain circumstances, it will not be appropriate to determine a pool from which to select employees for redundancy. For example, where a member of staff is effectively carrying out a unique role, then the pool is limited to that person alone and no further selection procedure would be necessary.
3.	Selection Criteria
	Once the selection pool has been identified, depending on circumstances and affordability, targeted Voluntary Redundancy may be offered to employees in the relevant selection pool. This would potentially reduce the number of staff at risk of compulsory redundancy if sufficient numbers in the selection pool volunteered and were accepted. Following (or in the absence of) volunteers, a selection process should be carried out to appoint into the new posts first. Individuals in the "pool" would be invited to express interest in one or more of the posts and a selection process based on

	normal recruitment practice into similar vacant posts would then be carried out. The Redeployment Policy provides further details on this process. Following calls for volunteers and recruitment into the new posts, if there are still individuals "at risk" in the pool, objective criteria will then be applied to the remainder of the pool to decide which employees will be provisionally selected for redundancy. Senior management will ensure that, as far as is possible, the criteria applied are objective, in that they are not based on the subjective opinion of the individuals applying the criteria. As far as possible, the criteria used should be measurable and supported by documentary records, data or other evidence, for example attendance, disciplinary or performance records. The selection criteria will depend on a number of factors, including the needs of the University at the time, and the roles under consideration. An Equality/Privacy Impact Assessment must be carried out when the selection criteria is under consideration and reviewed if the selection criteria changes. The following is a non-exhaustive list of examples of the criteria that may apply: • Performance: (based on quantifiable metrics such as, for academic staff, research outputs, numbers of PG students supervised, student feedback, etc.) • Attendance (Absence due to pregnancy, maternity, other family-related leave or disability will not be taken into account) • Disciplinary records • Capability records • Qualifications and training • Knowledge and experience • Financial Impact on University (e.g., the "pay-back" and savings made) Senior management will consult with recognised Trade Union representatives regarding the precise selection criteria and having consulted, will make the final decision on determining the selection criteria.
4.	Application of Selection Criteria
	The selection criteria will be applied to all the employees in the pool including anyone absent/on leave from work. Employees will be scored against the selection criteria in a reasonable, fair and consistent manner. Normally, more than one manager will carry out the scoring exercise. The Head of School/Professional Service may request an HR representative to participate in the scoring exercise. A provisional redundancy selection matrix will be used to score each affected employee. The matrix will set out the criteria against which affected employees will be assessed in a clear and transparent manner. It will set out the scoring ranges and any weighting attached to each criterion. The selection criteria will be applied in a non-discriminatory manner. If an employee within the pool is disabled, reasonable adjustments will be made to the selection procedure to remove any disadvantage that the disabled employee would otherwise face. If an employee in the pool is absent due to maternity, adoption, Shared Parental Leave or long-term sickness absence, or an employee has announced they are pregnant, either formally or informally, please seek advice from HR before completing the scoring.

	In certain circumstances, it may be decided that it is appropriate to interview employees as part of the selection process. If this is the case, clear instructions will be given about how the selection will be made and more than one manager, plus a representative from HR, will be involved in the interview process.
5	Provisional Selection for Redundancy
	Once the objective selection criteria have been applied and scoring has been completed, there will be a provisional selection for redundancy. Employees who have been provisionally selected for redundancy will be considered to be part of a Redeployment Pool from which redeployment opportunities may be identified. Each employee provisionally selected for redundancy will also be provided with a copy of their completed redundancy matrix, showing how they scored against each criterion and their overall score, for the purpose of reviewing the completed redundancy matrix.
6	Consultation
	Employees will be invited to attend individual consultation meetings to discuss how their score was arrived at. They will be able to raise any concerns, objections or challenges about their score and raise any other matters that they see fit about the redundancy situation. Employees may be accompanied to the meetings by a work colleague or Trade Union representative. Consideration will be given to any comments raised by the employee, but the ultimate decision on selection will be the University's. During the consultation process all reasonable efforts will be made to mitigate the potential redundancy, including the consideration of redeployment. Following the individual consultation meetings, the Head of School /Professional Service or nominee, will make the final decision and inform the employee of that decision. The employee will be informed in writing of the decision to dismiss on the grounds of redundancy.
7	Redeployment
	Where an employee is selected for redundancy, the University will make every effort to redeploy that employee to suitable alternative work in line with the provisions of University's Redeployment Policy and Procedure.
8	Appeal ¹
	An employee who has been selected for redundancy and • is dissatisfied with the way in which the selection criteria has been applied, or, • believes that he or she has been unfairly disadvantaged by the selection criteria, or, • feels he/she has not been given a fair opportunity to put forward representations, or, • for some other reason(s) considers that he/she should not be selected for redundancy

¹ See also "Management Lines of Responsibility in HR Policies and Procedures" document

	may appeal against his or her selection for redundancy. Such an appeal must be submitted to the Director of Human Resource Development (HRD), in writing, within ten working days of receipt of the written confirmation of selection for redundancy, stating the grounds of appeal. <u>Appeals for Academic Staff:</u> The Global Director of HRD will arrange to convene a redundancy appeal panel which comprises the Principal, a member of Senate and the Global Director of HRD, or their delegated nominee(s). The panel will be presented with all the documents referred to during the original redundancy selection process. Where specialist technical knowledge is required (including cases where a breach or compromise of an individual's right to academic freedom is alleged), it will be provided, or an independent arbitrator may be called upon in instances where no appropriate internal expert is available. For some cases, particularly senior members of staff, and in cases involving alleged breach or compromise of academic freedom, it may be appropriate that a lay member of Court is invited to sit on the appeal panel. <u>Appeals for Professional Services Staff:</u> The Global Director of HRD will arrange to convene a redundancy appeal panel which comprises, the Secretary of the University and the Global Director of HRD, or their delegated nominee(s). The panel will be presented with all the documents referred to during the original redundancy selection process. Where specialist technical knowledge is required, it will be provided, or an independent arbitrator may be called upon in instances where no appropriate internal expert is available. For some cases, it may be appropriate that another senior manager is invited to sit on the appeal panel. Where a member of staff is "engaged in teaching, or the provision of learning or research" in line with the relevant Statutes and Ordinances AND the appeal includes an alleged breach or compromise of academic freedom, the redundancy appeal panel will include a member of Senate. Appeals will be heard without unreasonable delay and at a time and place which will be notified to the employee 5 working days in advance. In addition to the Global Director of HRD or his nominee, a note taker will normally be in attendance at the appeal hearing. The employee has a right to be accompanied at an appeal by a companion who is either a work colleague or a Trade Union representative. Employees should be informed in writing of the outcome of the appeal hearing, where possible, within five working days.
9	Time off Work
	An employee under notice of redundancy will be entitled to a reasonable amount of paid time off to look for alternative work, attend interviews, etc. Employees wishing to take advantage of this right should make the appropriate arrangements with their line manager and ensure the leave is recorded in Cloud ERP under "Paid Leave".
10	Termination of employment
	The University will require individuals to work the appropriate notice period unless specific circumstances render this impracticable. Should this be the case, individuals will receive outstanding notice entitlement as a payment in lieu of notice, subject to tax and NI.

11	Severance Payments			
	Employees selected for redundancy, who have more than 2 years' service, will be eligible to receive a severance payment, in accordance with the provisions of the University's current Severance Payments Policy.			
12	Statutes and Ordinances			
	In considering the local application of this agreement, parties will note existing institutional Statutes & Ordinances.			
13	Further Help and Advice			
	Please contact HRHelp@hw.ac.uk for queries regarding this Policy and linked Procedures.			
14	Policy Version and History			
	Version No	Date of Approval	Approving Authority or responsible officer, as appropriate	Brief Description of Amendment
	V. 6.0	February 2017 refreshed Dec 21	UE	Refreshed to update references and links
	V 6.1	Refreshed April 2024	Legislative Change	Refreshed to include legislative change on protection for employees on family leave