

# Employment Stability Policy



Date last modified: September 2015  
To be reviewed on: September 2018

ACAS Compliant

# Employment Stability Policy

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## Employment Stability - Summary

### Who does this policy apply to?

It is the responsibility of Sevenoaks District Council to ensure that all employees, regardless of length of service who are affected by reorganisation and/or redundancy are treated fairly.

### Where can I get more information?

If you need more information or advice once you have read this document, you should contact:

- A member of the Human Resources Team.
- Or a trade union representative.

### Employees responsibilities and entitlements under this procedure?

- You have the right to be consulted personally and/or through your trade union representative on workforce and organisational changes
- You are entitled to be considered for suitable alternative employment, with a statutory four-week trial period
- You are entitled to received assistance to help find another job, including time off to look for other work or to attend training
- If you are declared redundant, you have the right to appeal against that decision

### Human Resources Responsibilities

- Human Resources will provide appropriate support and advice to managers and employees on the procedure and guidance on all related organisational processes such as consultation arrangements, redeployment procedure and requirement so as to ensure that redundancy issues are dealt with appropriately, in accordance with employment legislation and “Best Practice”.
- Attend formal meetings to take notes, ask clarifying questions, provide advice on the procedure and ensure the meeting is conducted fairly.
- Ensure that any records are held in a confidential manner and in accordance with the principles contained within the Data Protection Act 1998.

### Management Responsibilities

- Provision of Information to the union representatives
- Consultation with staff and union representatives.
- Make recommendations relating to selection criteria to be used in the event of compulsory redundancy.
- Presenting the management’s case at the appeal hearing
- In the absence of the above, this responsibility would be delegated to the most senior nominated person. Managers must seek advice before commencing any action under these procedures.

## 1. Introduction

From time to time it is necessary for the Council to review the services that it provides and the organisational structure that is required to deliver these services. The Council is very proud of the services that it currently delivers, but recognises that to ensure that it continues to deliver quality services, which are in line with its priorities and Community Plan, changes may be required. The Council also recognises that it is a “people organisation” and without quality staff, it will be unable to deliver quality services.

This policy has been developed to ensure that the Council retains a balance of skills and experience within the workforce to ensure that it is equipped to meet future challenges and service requirements, and uses the ACAS (Advisory, Conciliation and Arbitration Service) guidelines on redundancy handling to avoid the need for redundancies wherever possible.

Where job losses are unavoidable however, the aims of the Council are to minimise the number of compulsory redundancies through the development of a flexible framework in which differing situations can be processed in a consistent manner and to ensure that staff are treated fairly and equitably.

## 2. Definitions

A redundancy is “any dismissal for reasons not relating to the individual” and occurs when either:

- “The needs of the business for employees to carry out work of a particular kind in the place where they are so employed have ceased or diminished or are expected to cease or diminish”.
- “It is possible for the work to remain but for the number of employees required to carry out that work to be reduced”.

Situations which may result in the need for redundancies could include:

- Amalgamation of departments
- Budgetary constraints
- Reorganisation of management or departmental structures

## 3. Objectives

- To minimise the uncertainty and anxiety of staff affected by reorganisations and service reductions through consultation with individual staff and trade union representatives when reorganisations and/or service reviews are undertaken;
- To minimise compulsory redundancies; and
- To ensure that the Council retains the skills and expertise to ensure that it can meet future service needs.

## 4. Equality Impact Assessment

Equality Impact Assessment (EIA) is a systematic way of taking equal opportunities into consideration when making a decision, thus ensuring the organisation meets the requirements under the Equality Act 2010, and the public sector equality duty.

An EQIA would be undertaken at the formative stage, so that it is integral to the restructuring/reorganisation as required.

Undertaking an EQIA does not delay or prevent managers from taking difficult decisions when restructuring / reorganising. Instead, it provides a record of the decision making process enabling managers to demonstrate their decisions are considered, fair, transparent and take account of the needs and impacts on different groups. For further guidance, please contact the Head of Transformation Strategy.

## 5. Procedure

### Stage 1 – Proposals and Consultation

- **Informal Consultation**

Employees must be informed as early as possible that a reorganisation is being considered and informal consultation should be initiated. This approach gives all affected employees the opportunity to give thorough consideration and comment before the formal consultation begins.

- **Formal Consultation – Initial Proposals**

Consultation is a legal requirement and the Council's policy must be followed. The Trade Union and Labour Relations (Consolidation) Act 1992 provides Trade Union representatives with the opportunity of reasonable time for consultation and sufficient information to understand the requirement to reduce the workforce.

If fewer than 20 staff are at risk of being dismissed there is no statutory requirement on the period of consultation, communally a period of 30 days is used although in some instances this may be less than as appropriate.

- **Notification to the Secretary of State**

If between 20 and 99 employees may be dismissed as redundant, notification to the Secretary of State must be made 30 days before the first dismissals takes effect.

If 100 or more employees may be dismissed as redundant, at least 45 days notification must be given. These periods are the same as minimum periods permitted for consultation.

The prescribed form is called a "HR1". It is obtained from the Redundancy Payment Office, or it may found on the internet at [www.insolvency.gov.uk](http://www.insolvency.gov.uk). The form would be filled out and submitted by Human Resources . The notice must be in the prescribed form and must be given in the prescribed manner.

Although there are minimum periods over which formal consultation must take place with employees and trade union representatives, consultation will begin at the earliest opportunity.

- **Consultation document:**

The consultation stage of the process involves writing to all relevant recognised trade unions and to staff likely to be affected by any contemplated redundancies (before decisions which may result in redundancy). The manager, with advice from Human Resources, will then produce a consultation/briefing document which should outline the following:

- Background
- The reasons for the employer's decision
- The number and descriptions of the employees at risk
- The total number of employees in each category
- The proposed method for selection for dismissal
- The proposed method of carrying out the dismissals, having due regard for the relevant notice periods that employees are entitled to
- The proposed method of calculating redundancy payments.
- Current and proposed organisational charts
- Impact on budget
- If need be, a thorough job analysis should have taken place to identify and determine in detail the particular job duties and requirements.
- Timescales including formal consultation meetings, 1-1 and date proposed new structure is proposed to come in to effect and the earliest date for redundancies to be effective.
- Contact details for consultations

The consultation document will then be presented to Chief Officers at SMT, if it is agreed that consultation can commence, then this should be circulated to the appropriate Trade Union prior to the first consultation meeting with the manager and Human Resources.

The consultation/briefing document should be given to affected staff, employee/trade union representatives so that they can make comments on the proposed changes. At the consultation meetings, the manager should outline the consultation/briefing document and address any questions from staff and employee/trade union representatives. Notes from the consultation meeting will be typed up by Human Resources and shared with the individual within 5 days of the meeting being held.

- **Timeline:**  
At the start of the consultation process, a timetable must be devised by Human Resources and the manager setting out prospective dates for the required stages of the redundancy process (e.g. end of consultation process, selection for redundancy meeting, redundancy appeal meetings). See Appendix 2



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- **During Consultation:**

Meaningful Consultation will be undertaken with a view to reaching agreement as to:

- ways of avoiding dismissals;
- ways of reducing the numbers to be dismissed; and ways of mitigating the consequence of any dismissals, which may include:
  - natural wastage;
  - restrictions on recruitment;
  - seeking applicants for early retirement or voluntary redundancy;
  - retraining and redeployment to other parts of the Council.
  - reduction or elimination of overtime;
  - job sharing, reduction in hours; and
  - termination of temporary or agency staff contracts.

Consultation with individuals should be taken throughout the reorganisation / service review. At the end of the consultation period, the manager should consider any additional proposals and comments and an updated/final consultation document should be circulated to the affected staff and Trade Union Representatives. Care should be taken to ensure staff understand the timetable and process which would be followed.

- **Absent employees**

All affected staff should be invited to the consultation meetings. Staff who are absent due to secondments, long term sickness, maternity/adoption/shared parental leave or career breaks should be included in redundancy consultation and selection processes in the same way as other affected employees, although it may be necessary to change how they are consulted if they are absent from work. Failure to properly consult these groups of staff about possible redundancy is likely to be unlawful discrimination.

- **Keeping Records**

Copies of all letters sent during redundancy process should be retained and full notes of all formal meetings should be taken and retained on file for reference at later stages of the procedure.

## **5.2 Stage 2 – Measures to Avoid Compulsory Redundancies**

The Council has a responsibility to its workforce to avoid compulsory redundancies wherever possible. Opportunities for redeployment and retraining should be utilised in line guidelines in this policy and the financial implication of these initiatives. Examples of minimising compulsory redundancies are listed above under “during consultation”. Also discussions with employees and trade unions can include the following consideration:

- **Seeking Volunteers for Redundancy**

If appropriate, staff should be asked to consider volunteering for redundancy before any method of selection for compulsory redundancy is put in to operation.

The Council must mitigate against the risk of losing workers with key skills and must ensure the retention of a balanced workforce, which is appropriate to meet the Council's future needs. Staff will not be disadvantaged on the grounds of any protected characteristic.

### **5.3 Stage 3 – Application of Selection Criteria**

Below are examples of selection criteria that can be applied:

#### **Assimilation**

There are two categories of assimilation: direct assimilation and competitive assimilation.

#### **Direct Assimilation**

Where a review has taken place and a job remains the same or is only marginally different, the post holder should be assimilated without assessment. Staff will have assimilation rights, where there is a high match between the post in the current structure and the post proposed in the new structure.

#### **Competitive Assimilation**

This is where there is more staff than jobs available. Selection in these circumstances is by competitive interview between staff with assimilation rights. Appointment/s must be made to all posts as a result of this exercise.

#### **Ring-Fenced Interview**

This occurs when the essential requirements of the new and old job do not match but there are some similarities in the new job. All staff within the affected group should be interviewed. There is no requirement for appointments to be made to the new posts.

An employee put at risk may be offered a preferential interview for all posts which could be deemed to constitute suitable alternative employment. This means that employees who have been put at risk will be interviewed for suitable posts ahead of other applicants who are not redeployees.

There is no right of appeal against the outcome of a redeployment interview but employees may request a feedback.

#### **Qualitative Criteria/Exercise**

Where the number of jobs in the new structure is less than the number of existing employees, objective criteria will be used to select for redundancies and may include, among other things, skills and qualifications, in addition to qualitative criteria, for example work performance (as identified through the Council's appraisal process); flexibility and attitude; attendance; timekeeping and disciplinary record. In using attendance as a selection criterion, it is essential that the reasons for, and extent of any, absences are clearly understood and discretion would be applied to those covered by the Equality Act 2010 and exclusion would be applied to pregnancy related absences.

In the case of any qualitative criteria being used, a comparative analysis of the information relating to all those in the area at risk will be undertaken.

**Competitive Interview**

In some cases, it will be appropriate for new posts to be advertised internally and externally. In this event, staff who have not been considered for the post initially may apply and be considered competitively with other internal and/or external candidates.

**Outcome of Selection Criteria**

Once the change has been implemented, the manager will write to each member of staff letting them know the outcome as it affects them. In some cases, this may be a contractual change and therefore a copy should be placed on the Individual's Personnel/HR file confirming the variation to the contract of employment.

**6 Notice Periods**

Staff with 12 years or more continuous local government service is entitled to their contractual notice (12 weeks) at all times. Staff with less than 12 years continuous service should receive the following:

Continuous Local Government Service	Periods of Notice
Fewer than 12 months	One week
From 12 months to less than 2 years	One month (Bands A – C), two months (Bands D – F) or three months (Bands G-J)
From 2 years to less than 12 years	One, two or three months or one week for each completed year of continuous Local Government Service, whichever is the greater.

## 6.1 Working during notice of dismissal

Staff who have not been successful in being appointed to new posts in the reorganisation will need to be given notice of termination and informed of their rights.

- Employees will normally remain at work during their notice periods.
- The Council may ask employees to carry out alternative duties during their notice period and this may be for a different part of the Council. Typically, this will be required where a post has been deleted but the employee's notice period has not expired. The Council will consult with the employee and will take individual circumstances into consideration.
- In some circumstances, the council may agree for an employee to leave the organisation without a redeployment search or with pay in lieu of the notice period where it is in the interests of both parties
- The council may require employees not to attend work during their notice period but to be on call should their services be required. This is known as garden leave.
- If an employee requests to leave prior to the expiry of the notice period (even though there may be a possibility of redeployment), s/he will not be entitled to receive pay in lieu of the remaining period. Depending on the circumstances, the right to a redundancy payment could also be affected.
- During the notice period, the employee is entitled to reasonable time off to look for other employment, attend external interviews or training for future employment. The employee should follow normal processes for notifying their manager of planned time-off.

## 7 Suitable Alternative Employment

### 7.1 Offers of Alternative Work

Any reasonable alternative job offer should be put in writing, even where it is believed that it may be rejected. The offer should detail how the new employment differs from the old and must be made before the previous contract ends. The offer must be for the new job to start either immediately after the end of the old job, or after an interval of not more than four weeks, and include provision for a statutory four-week trial period. (Where the termination takes effect on a Friday, Saturday or Sunday, four weeks commences from the following Monday).

When determining if an alternative role within the organisation is 'suitable alternative employment' the following factors should be considered:

- the training, qualifications of the employee;
- previous experience
- whether the new job would represent a drop in earnings / status
- any problems involved for the employee if the employment is in a different place
- any evidence that similar offers had previously been regarded as suitable for the class of employees affected.

- **7.1 Offers of Alternative Work - continued**

It should be made clear to the employee that an alternative job offer is considered by the Council to be 'a suitable alternative job offer' and that refusal to accept the offer will lead to the loss of redundancy and severance entitlements. Only if the employee has reasonable grounds for refusing the alternative post will redundancy entitlements be retained.

If the employment offered is considered to be 'suitable alternative employment' and the employee refuses the offer, the manager, in consultation with the Human Resources Manager will consider the employee's reasons for refusing the offer. If it is considered that the employee has reasonable grounds to refuse the offer, alternative employment will continue to be sought and the employee will retain their entitlement to redundancy and severance payments. If the employee's reasons for refusal are not considered to be reasonable, the employee will be informed and entitlement to redundancy and severance payments will be lost.

Should an employee refuse an offer of employment that is not considered to be 'suitable alternative employment', they will retain their right to a redundancy and severance payment and further redeployment opportunities will continue to be sought.

The Council, as in all areas of its employment practices, will seek to make reasonable adjustments for employees with disabilities in relation to redeployment.

## **7.2 Statutory Trial Period**

An employee who is under notice of redundancy has a statutory right to a trial period of four weeks in an alternative job where the provisions of the new contract are materially different from the original. A formal job offer made through redeployment initiatives, which includes a statutory trial period, should either accompany the formal notice of redundancy or be sent as soon as possible thereafter.

This trial period can be extended, for retraining purposes only, by written agreement setting out the date on which the trial period ends and the employee's terms and conditions after it ends. Agreement to a longer trial must be reached before any trial period begins and specific reference should be made to the retraining aspects of the post that lead to the requirement for an extended trial. At least four weeks of the trial period must be performed after the expiry of the original contract to meet statutory requirements.

If the trial period is successful, employment in the new job will continue and the employee will have no further entitlement to a redundancy payment.

### **7.2.1 Unsuccessful Trial**

If the employee commences a trial period but consideration is being given to terminating the new contract within or at the end of the four weeks, by the employer or the employee, the employee will be invited to a meeting with the appropriate manager and a Human Resources representative to discuss the implications. Whether or not the employee will retain their entitlement to redundancy and severance payments will depend upon, as a minimum, the following factors:

- the suitability of the alternative post offered
- any reasons put forward by the employee as to why the post offered may not be a suitable alternative
- any failure by the employee to fully co-operate during the trial

The outcome of the discussions and decisions taken at this meeting will be confirmed in writing.

If the termination was due to a reason unconnected with redundancy, eg. misconduct, there will be no entitlement to redundancy or severance payments.

Full contractual notice will have been given to coincide with the day on which the previous contract ended. No further notice will therefore be due if the employment is terminated during or at the end of the four week trial period.

### **7.2.2 Alternative Work & Trial Periods – Non-redundancy redeployments**

Where an offer of alternative employment is materially different to the existing post it will be offered on a trial period of at least 4 weeks, during which time the employee can assess the suitability of the job and the line manager can assess the suitability of the employee. The trial period may be extended with the agreement of both parties for a further 4 weeks, for the purpose of retraining, to satisfy the requirements of the person specification.

Managers will ensure that the requirements of the job are fully understood and provide the necessary structure and training to support the employee in their new role.

If it seems likely that the employee will not complete their trial period successfully, they will be advised of the situation at the earliest opportunity and invited to a meeting with the appropriate manager and member of Human Resources and Trade Union Representative (if applicable) to discuss the implications (which will vary depending upon the reason for redeployment) and to consider any other available redeployment opportunities.

The outcome of all trial periods will be confirmed in writing and will include written reasons for non-appointment where applicable.

## **8. Salary Protection Arrangements**

Where an employee is redeployed to a post which is lower graded than their previous post protection will apply for up to one grade difference only. The employee will receive pay protection for a period of twelve months after which the rate of pay for the lower paid job will apply.

Protection will apply to basic pay for the employee's substantive post only. Additional payments such as overtime or Essential User Car Allowance and any other allowances, enhancements or benefits relating to the employee's previous post or working patterns are excluded from protection.

It is the hourly rate of pay that is protected. If the hours of the new post vary from the old post, the protected salary will be paid for the contracted hours worked in the new post only. For example if the individual's deleted post was for 37 hours and the job holder was on Spinal Column point 23 but the new post was for 30 hours on Spinal Column Point 19 the hourly rate of Spinal column 23 is protected and the individual will be paid this hourly rate for 30 hours.

Performance related pay awards will be applied as applicable to the post to which the award relates in the year that redeployment takes place. i.e. If an increment is awarded for performance in the old, higher graded post, protection will be recalculated incorporating the higher point on the substantive scale that the employee would have achieved.

## **9 Agreement to dismissal on the grounds of redundancy**

All potential redundancies will be referred to the Human Resources Manager who will co-ordinate and oversee the process. Trade Union Representatives (where appropriate) will be informed of all potential redundancy situations. Redundancy dismissals must be agreed by Chief Officers at a Senior Management Team meeting with the Human Resources Manager before they are actioned.

## **10 Stage 4 - Appeals procedure**

There will be a right of appeal against redundancy decisions to the Chief Executive (or the Chief Executives designate). Appeals must be lodged within 10 working days, setting out the grounds for the appeal.

Grounds of appeal can either be the following:

The employee appealing against the decision; to be made redundant has to submit an appeal in writing based on either the following grounds:

- The Employment Stability procedure was not followed and applied properly.
- The employee's post should not be deleted as it is not a redundancy situation.
- The selection criteria has not been applied fairly or objectively.

Possible outcomes of an appeal are:

- Appeal rejected and no change to the decision to dismiss on grounds of redundancy
- Appeal successful, in which case the manager may have to return to stage 1 of the procedures.

## **11 Support for redundant employees/staff "at risk"**

### **Additional assistance**

In all circumstances, employees will be offered assistance with outplacement as follows:

- How to search for appropriate vacancies in the press and follow up opportunities;
- How to write CVs and prepare for interviews;
- The importance of being prepared to consider a wide range of alternative jobs.

All employees should speak to Human Resources if they have further queries. Redundancy can be traumatic experience for employees especially for staff who have worked for many years in a stable environment. The Council has an employee assistance service, which is provided by Care First, which is 24 hour free confidential counselling service. To contact simply phone freephone 0800 174 319 or log on to [www.carefirst-lifestyle.co.uk](http://www.carefirst-lifestyle.co.uk) and enter organisational password and ID which are

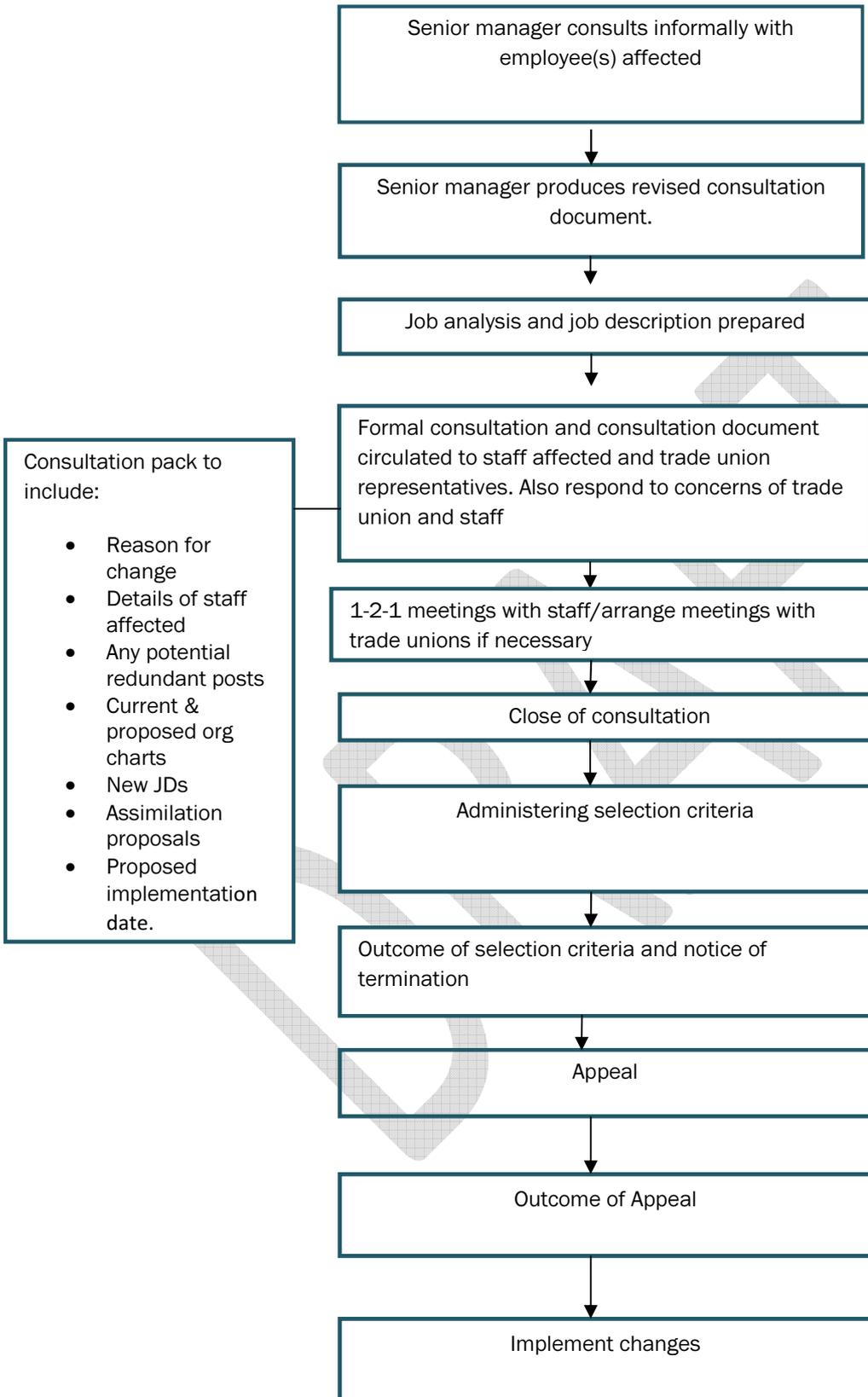
Username: sdc001  
Password: uncil1234



Stages	Summary of actions
Informal Stage	<p><b>Commence consultation with staff</b>            Brief staff on background and reasons for change. Engage staff and seek ideas/comments to inform final proposal. Outline timeframe, process and, method by which to be consulted.</p>
Liaise with HR with draft formal consultation/briefing document	
<p><b>Stage 1</b>            Proposals and Formal Consultation  <b>(see page 3)</b></p>	<p><b>Consultation with staff and union:</b></p> <ul style="list-style-type: none"> <li>● Proposal considered by Chief Officers at SMT if approved then consultation commences with the following outlined:</li> <li>● Reasons for proposal</li> <li>● Number and description of roles (current job analysis)</li> <li>● Current and proposed organisation charts</li> <li>● Proposed method of selection</li> <li>● Proposed method of carrying out dismissals</li> <li>● Proposed method of calculating payments</li> </ul>
<p><b>Stage 2</b>            Investigate methods of avoiding compulsory redundancy  <b>(see page 5)</b></p>	<p><b>The Manager with support from Human Resources investigate ways of avoiding compulsory redundancy – including</b></p> <ul style="list-style-type: none"> <li>● Natural wastage</li> <li>● Job Sharing, reduction in hours</li> <li>● Restriction on recruitment</li> <li>● Reduction or elimination of overtime</li> <li>● Termination of temporary or agency staff contracts.</li> </ul>
<p><b>Stage 3</b>  <b>Application of criteria</b>  <b>(see page 6)</b></p>	<p><b>Revises criteria if necessary following consultation etc.</b>            Adopts criteria for selection            Informs affected staff about the result of selection (in writing)            Chief Officers at Senior Management Team consider restructure and redundancy dismissals</p>
<p><b>Stage 4</b>            Appeal Procedure  <b>(see page 11)</b></p>	<p><b>Employee appeals against dismissal.</b>            Appeal Hearing Manager/ Chief Executive:</p> <ul style="list-style-type: none"> <li>● Makes its decision – which is final</li> <li>● Notifies decision to employee in writing.</li> </ul>

## Appendix 2- Sample Timetable

Start Date	Actions	Responsibility
As early as possible	Initial consultation with recognised trade unions and staff on contemplated redundancies, where possible. Manger identifies number of posts but not names	Senior Manager
<b>Date</b>	<b>Formal consultation starts</b>	
Follow statutory timeline if more than 20 staff	Initial proposal considered by Chief Officers at SMT if approved then consultation commences: Conducts meeting with trade union and staff in affected area. <ul style="list-style-type: none"> <li>Proposed consultation/briefing document circulated.</li> <li>Proposed method of selection</li> <li>Proposed method of carrying out dismissals</li> <li>Proposed method of calculating payments and estimates for affected staff.</li> <li>Discussions on pension implications.</li> </ul>	Chief Officers, Senior Manager and Human Resources
Date During consultation	Further joint meetings if necessary and 1 to 1 meetings. Encourages questioning.	Senior manager and HR
Date: After consultation (after 30 days)	Conclusion of formal consultation	
Date: 1 week after consultation ends	After consultation: <ul style="list-style-type: none"> <li>Chief officers takes final decisions on restructures and if appropriate posts to be lost</li> <li>consider selection criteria and methods to be used, taking account of matters raised by staff and trade union during consultation</li> <li>Letters to trade union and staff informing them of outcome of the consultation period and the chosen selection criteria.</li> </ul>	Chief Officers, Senior manager with support from HR
Date: 1 week after conclusion of consultation letter is sent out.	Administering selection criteria	Senior manager
Date: (1 week after selection tests)	Staff are notified of selection decision	Senior manager
Date: (1 week after outcome of tests)	Issue of notice of termination due to redundancy	Senior manager and HR
Date:	Search for suitable role in the Council – redeployment opportunities.	Senior manager and HR
Date:	Appeal	Chief Executive and HR
Date:	Outcome of appeal sent in writing	Chief Executive
Date:	Implementation of new structure	Senior manager



## Appendix 4- Frequently Asked Questions

### **What is the correct procedure for managing change?**

The correct procedure for managing change includes consultation with staff and unions, advising of the proposed structure, proposed selection criteria and consideration of alternatives proposals put forward by staff.

### **What should the consultation be about?**

Consultation must be undertaken 'with a view to reaching an agreement' and must cover ways of avoiding dismissals, reducing the numbers to be dismissed and setting out the consequences of the dismissals. Therefore during consultation employees are asked to put forward proposals/ideas for the new structure. However the organisation is not obliged to adopt all or any of the proposals put forward by the employees.

### **Can I volunteer to be made redundant?**

You can, and it will be considered. This is normally requested by the employee during the consultation period and there is no automatic right to this. Request for voluntary would be approved as per management discretion and service needs.

### **When will I know if I'm being made redundant?**

At the end of the consultation period staff will be provided with a copy of the final consultation document which will state the new structure and implementation date. Following the selection process staff that are at risk of redundancy will be given formal notice of redundancy in writing; at this point they will be considered as a redeployee until the end of their notice period.

### **What selection process will be used?**

Direct assimilation will occur where there is a high match between the post in the current structure and the post proposed in the new structure.

If, however there are more staff than jobs available then competitive assimilation will take place and all staff with assimilation rights will be interviewed for the post and the appropriate appointment will be made.

### **What options are available if I don't have assimilation rights?**

When the essential requirements of the new and old job do not match but there are similarities in the new job. All staff that are at risk of redundancy, who are at a similar grade should be interviewed to determine suitability to post. This is called ring-fenced interviewing.

### **If there are new posts in the structure will they be advertised externally?**

It may be appropriate to advertise internally and externally, staff not considered for the post initially as part of the selection process will still have the option to apply.

### **What right do employees who are under notice of redundancy have to take time off work?**

Staff that are at risk of redundancy have the right to take reasonable paid time off to look for new employment or make arrangements for training for future employment. What is 'reasonable' will depend on the individual circumstances of the case and will also be down to the discretion of the line manager.

### **Will I be offered alternative employment?**

Employers should, where possible, make an offer of suitable alternative employment. The employee should also actively seek employment.

If more than one staff (in the redeployed pool) are interested in a suitable alternative vacant role. You will still be required to complete an application form and be interviewed to determine suitability to post.

Under the Employment Rights Act 1996, the employee will not be entitled to a redundancy payment if they unreasonably refuse a suitable alternative offer or unreasonably terminate the contract during the trial period in the new role.

### **If alternative employment is found, will I be able to try out the new job?**

Yes, the employee is entitled to a four-week trial period in the new job. The trial period may be extended for the purposes of retraining (if appropriate), but only if the agreement is made in writing before the employee starts work under the new contract and it specifies the date on which the period of retraining will end and the terms and conditions that will then apply.

If during the trial period the employee or employer terminates the new contract, the employment will still be ended by reason of redundancy on the date on which employment on the old contract ended.

### **Can there be more than one trial period regarding suitable alternative work?**

Yes. If it becomes apparent during a trial period that the new job is unsuitable, the employer can offer an alternative, if available.

### **In a redundancy situation can I refuse an offer of suitable alternative employment?**

An employee can't be forced to accept an offer of alternative employment; however if the offer is not taken the right to a redundancy payment will be lost.

Also if alternative employment is found which you take and there is no break in service, the right to a redundancy payment will be lost.

### **If I'm offered a less paid position, will the organisation be obliged to continue paying me at the same level?**

Pay protection is for a maximum of 12 months in line with your terms and conditions of employment.

### **If I am made redundant will I be offered a redundancy payment?**

To be eligible for a redundancy payment, an employee must be continuously employed for a period of not less than two years.



**Employment Stability Policy**

Redundancy is calculated according to a person's age & length of service at the intended last day of service. This provides the number of week's redundancy a member of staff is entitled to which is then multiplied by the current weekly salary. Note, only current hours worked & salary earned is taken in to consideration for redundancy purposes.

Service / age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
17	1																			
18	1	1½																		
19	1	1½	2																	
20	1	1½	2	2½	-															
21	1	1½	2	2½	3	-														
22	1	1½	2	2½	3	3½	-													
23	1½	2	2½	3	3½	4	4½	-												
24	2	2½	3	3½	4	4½	5	5½	-											
25	2	3	3½	4	4½	5	5½	6	6½	-										
26	2	3	4	4½	5	5½	6	6½	7	7½	-									
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-								
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-							
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-						
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-					
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-				
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-			
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-		
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½	
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½	
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25	
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½	
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26	
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½	
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27	
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½	
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28	
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½	
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29	
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½	
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	