



**Managing an effective redundancy –
preparing for change**
13 October 2022 10am



Introductions

Presenters



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Technical support



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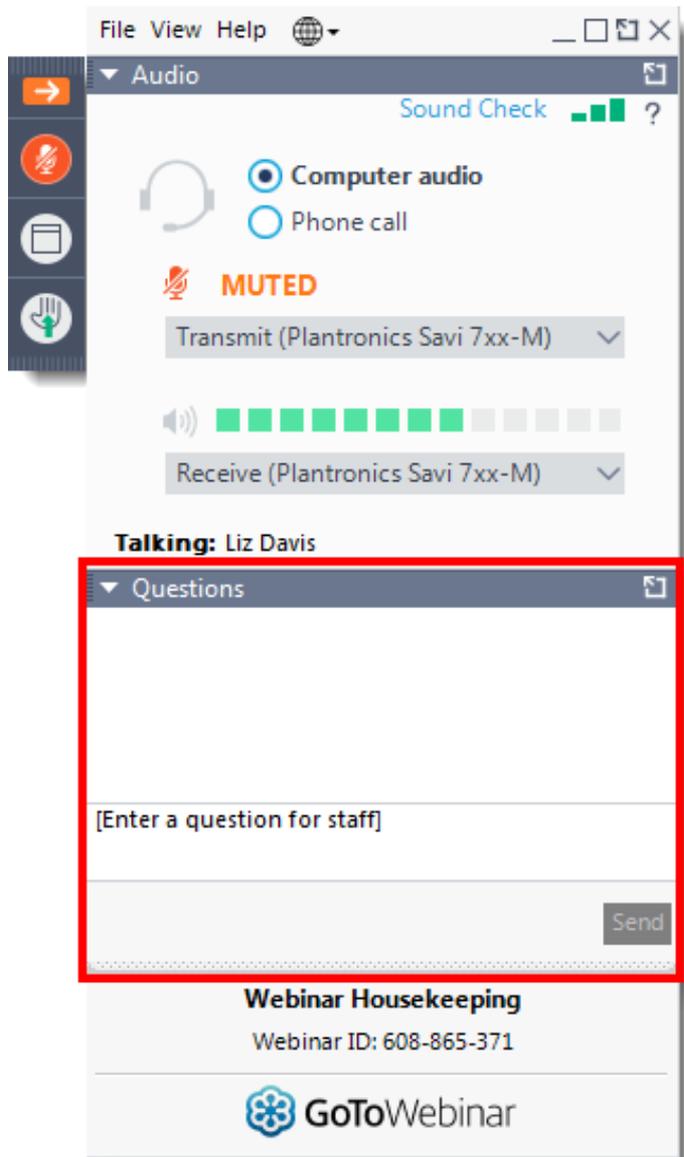




A group of diverse people are seated in a meeting or classroom setting. In the center, a man with a beard and glasses, wearing a grey cardigan, has his right hand raised. To his left, a woman with long dark hair is looking towards him. To his right, a woman with long blonde hair is also looking towards him. In the background, other people are visible, some looking towards the front. The scene is brightly lit with indoor plants and bookshelves in the background.

How to ask questions

GoToWebinar Housekeeping: Time for Questions



Your Participation

- Please continue to submit your text questions and comments using the Questions panel

Agenda

- **Why plan?**
- Developing your plan
- Q&A

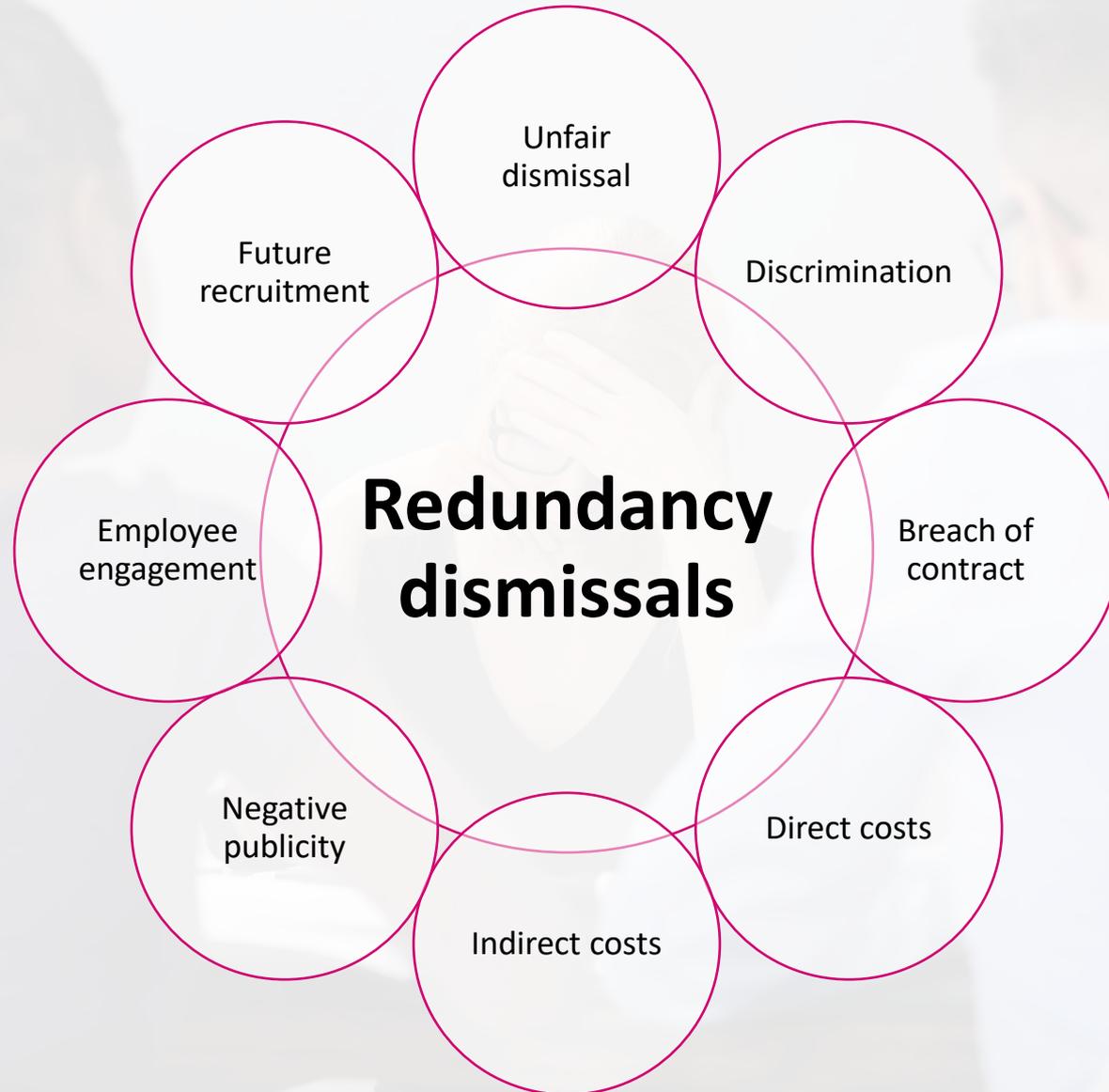


Why plan?

- It is a topic which can leave employers not knowing how to best approach it
- A plan will ensure all activities are identified, are timebound and provides clear lines of accountability and responsibility
- Ensuring the process runs smoothly, but is also fair and legally compliant
- Gives confidence to your managers who are delivering on the project
- “Failing to prepare is preparing to fail”
- Preparing and planning for it fully helps minimise disruption to the business and your employees.

Why plan?

This illustrates the risks when failing to adequately plan and prepare a redundancy programme.



Agenda

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- **Developing your plan**
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Planning stages



Business case

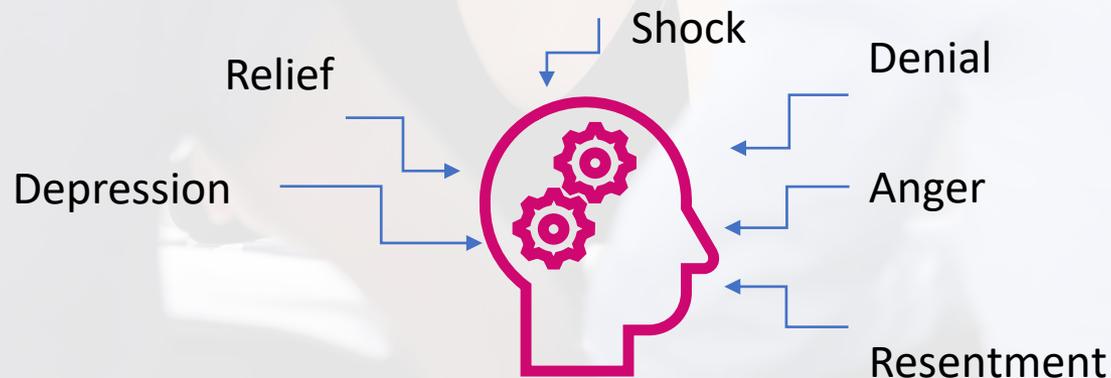
- Significant impact on how employees react to the announcement
- Limit the likelihood of employees challenging the process
- Supports when defending a claim at Tribunal

Project plan

- A legally compliant process must operate within the legal timeframes
- Several tasks running simultaneously
- Ensures people are accountable for actions
- Prevents activities being missed

Support

- One of the most difficult business activities for the employee, and employer
- Managers may feel uncomfortable, or nervous in delivering the message and having responsibility for managing the process
- Employees not at risk feeling vulnerable
- Employees will feel undoubtedly feel a mix of emotions



Support

- Employee Assistance Programme for both line managers in managing the process, as well as employees
- Mental Health First Aiders/Wellbeing Ambassadors
- Training
 - Line managers who lead the process
 - Employee representatives
- Employees not at risk must be supported to maintain employee engagement and motivation

HR templates

- Consistency is essential when managing change
- Thorough communication fundamental for mitigating against risk
- Effective employee communication
- Employee engagement

Announcement

- Make announcements once careful planning has taken place
- Aim is to ensure everybody is informed at the same time and provided with the same information
- Consider employees not at work on the day of the announcement
- Content and tone of the announcement sets the relationship during the change programme between employer and employee

Consultation



Selection pool

- A selection pool is where you select employees for redundancy
- Used when you need to identify which employee is to be selected for redundancy from a larger group
- The group of employees that form the 'pool' will be identified as carrying out similar work activity
- Key part of a fair redundancy process
- Important to correctly identify the selection pool
- Ensures that employees are selected for redundancy in a fair way

Selection criteria

- Identify a fair and reasonable manner in which to select those for redundancy
- Employer's decision as to the method used - common area of challenge at tribunal
- Criteria must be applied fairly and not discriminate
- Use criteria that is relevant to the business, justifiable and preferably measurable and evidence based
- Unionised employers should try to agree the criteria with the union
- Have an impartial manager, or HR review your selection assessment to further illustrate fairness and limit challenge

Alternative roles

- Employer's legal obligation is to avoid dismissal
- Legally required to undertake a reasonable search for suitable alternative employment
- Consider if a role is deemed a 'suitable alternative' or 'alternative'
- Trial periods
 - Legal position
 - Common practice by employers
- Also plan for how you are to manage reasonable time out of the workplace to support redundant employees finding new employment.

Outcome

- Dismissal on the grounds of redundancy is one of the 5 fair reasons to dismiss
- Fair and reasonable process must be followed
- Only when consultation has closed, must an employer reach a decision on the proposals and confirm its decision

Outcome

- Face to face with confirmation in writing
 - It means you serve written notice of dismissal in line with their contractual notice period
 - Dismissed on grounds of redundancy
 - Effective date of dismissal
 - How notice period is to be managed
 - Final payment
 - Right of appeal?
- The confirmation in writing is a dismissal letter and must contain certain legal minimum requirements
- Offer of appeal?

The business case

- Introduction setting out the background, proposed changes and overall aim
- What the risks to the business would be, if the proposed changes did not go ahead
- The identification of possible risks associated with the process and any dismissal – should they go ahead
- Selection pool and proposed selection criteria
- Possible alternative roles
- Detail of the consultation period
- Supporting material supporting the proposals

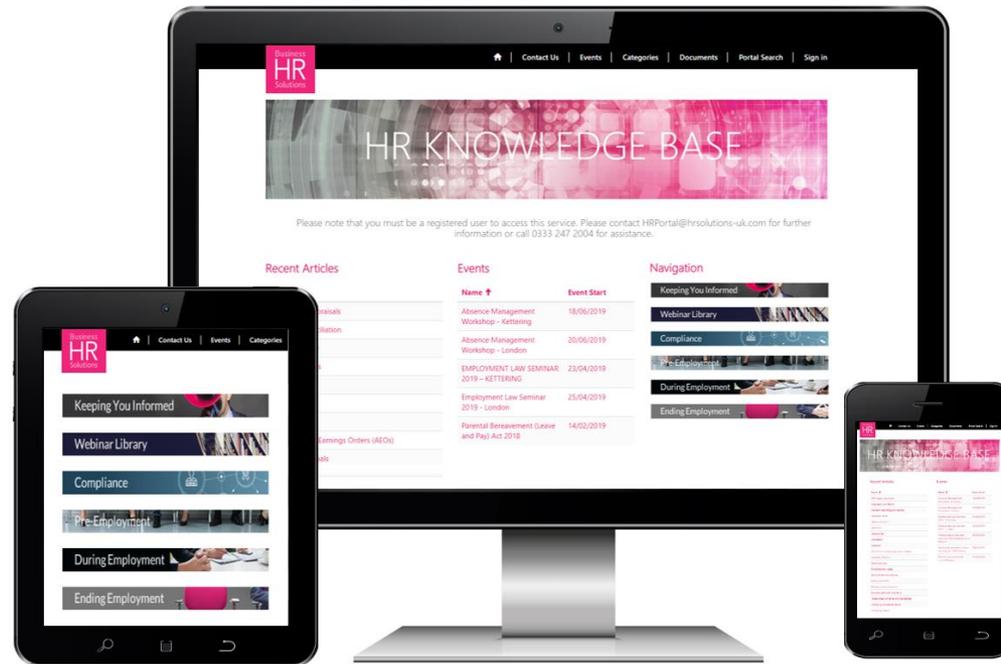
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Effective Appraisal Skills	8 November, Tuesday 2pm
Managing the Grievance Procedure	9 November, Wednesday 2pm
Effective Communication Skills	15 November, Tuesday 2pm
Leading the Team	16 November, Wednesday 2pm



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TO US

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