



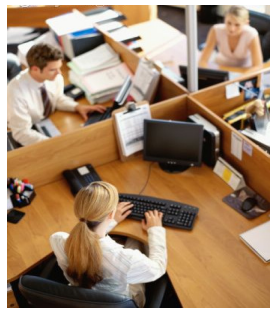
Redundancy Procedure

Redundancy is a process that affects many organisations at some stage and can be stressful for everyone involved. Make the process as simple as possible for you and the people affected and ensure you meet your legal obligations.



Stage 1

Identify what the business requirements are and how this will affect the employees. You will need to demonstrate that there was a full review, and that redundancy was considered after all other options had been reviewed.



Focus on:

- What the business requirements are and how the roles will change
- Have an outline of the roles, and where there will be additional responsibilities required
- Ways of working including changes in technology, how this affects your business and whether it will fundamentally change the roles you are considering making redundant.

Stage 2

If you plan to make less than 20 employees redundant the statutory consultation requirements do not apply. However both group and individual consultation should take place and where individual consultation doesn't happen, the redundancy dismissal is likely to be unfair.

Consultation should take place as early as possible and employees advised:

- The reasons for the proposals (business decision)
- The numbers and roles proposed to be made redundant
- The total number of employees from which those to be made redundant will be chosen
- How employees will be selected for redundancy
- How the redundancies will be carried out and the timescales
- How the redundancy payments will be calculated

Invite the affected employees to attend a meeting to outline the review and the reasons for it, indicating which roles are at risk and may be made Redundant. You should also tell the employees that this is now a consultation period.

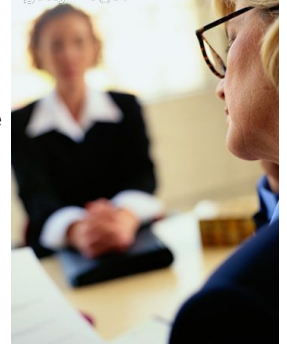


All employees should be offered the opportunity to think about the review and make suggestions of their own before meeting with you again.

See all the affected staff as soon as possible at one meeting and follow up as quickly as possible with those who are unable to attend.

Stage 3

After a suitable period (at least 1 week), meet with the staff individually to discuss any points that they would like to raise and listen to any suggestions that they have regarding the review. Confirm that it is still part of the consultation period and no final decision has been made.



Stage 4

Prior to the final meetings write to the employees informing them that having completed the review and listened to the suggestions made, their roles are being considered for redundancy and that they are requested to attend a meeting to discuss this.



Before you notify them that their role is being redundant ask them if there is anything further that they would like to be considered. If there is nothing substantial that requires further consideration, notify the individual that their role is being made redundant, and the reasons why. Discuss with them any suitable alternative roles within the organisation and what the package for that position would be,

where possible this should remain at the same level as the redundant position.

You should also tell them their rights regarding notice, redundancy payments, and holidays, as well as their right to appeal the decision.

Should you require them to work their notice they will be entitled to take reasonable time off for job hunting in agreement with their line manager.

Stage 5

Write to the individuals confirming the reason for the decision, their last day of service and whether they are expected to work their notice, the redundancy payment and how it was calculated, and what annual leave, if any, they have outstanding.

You must also notify them of their right of appeal and the process for this.

At all meetings after stage 2, they should be able to have a trade union representative or colleague present during any of the meetings.



Further Information

For further advice and assistance on this subject, please contact **Peta Fry, HR Director** on **01793 818300** or e-mail **petaf@monahans.co.uk**