

REDUNDANCY SELECTION CRITERIA & SCORING MATRIX - CATEGORY 'A'

SELECTION FOR REDUNDANCY

During times of unprecedented change, it is essential that the Council retains a competent and balanced workforce appropriate to future business needs. The Redundancy Selection Matrix provides a robust method for the selection of employees for redundancy. The objective of the process is to ensure that where appropriate, every employee affected by redundancy is evaluated against a key set of criteria which is applied fairly and consistently.

Where it becomes necessary to reduce the number of employees in a specific job, i.e. where the number of existing employees exceeds the number of jobs required, this process will be used. The selection criteria and scoring system outlined below should be used to determine which employees should be retained and those to be selected for redundancy.

The redundancy selection criteria and scoring matrix form the basis on which employees can be objectively and fairly measured. Managers should use all of the criteria listed in this matrix. However, if one specific criteria is not applicable to those in scope of redundancy, a 0 should be marked in the scoring matrix. This excludes the use of Length of Service which could be perceived as discriminatory against certain age categories. The Length of Service criterion should only be used as a tie-breaker where, following the scoring of other criteria, two or more employees are scored equally.

As a minimum, two managers should undertake the selection for redundancy exercise. Each manager will be responsible for independently scoring employees in scope of redundancy using the agreed criteria and scoring matrix. Once independent assessment has been undertaken, managers will meet to discuss and agree final selections. An independent moderator from HR should be present at this meeting to oversee the process, to provide professional/technical advice and to ensure the process is fair and transparent. If there is more than one selection exercise taking place, there should be consistency in the individuals making redundancy assessments to ensure the process remains fair. It is recommended that managers involved in the redundancy selection exercise have direct knowledge of the employee and the work s/he performs or has access to verified records of the employees' performance. Individuals involved in redundancy selection exercises will need to be able to objectively justify their decisions and scores in the event of an appeal.

SCORING & WEIGHTING

The weighting given to the selection criteria reflects their relative importance to the role/service. For example, a post which primarily requires 100% attendance of its staff (e.g. 24/7 services) may weight Attendance as twice or three times as important as the other criteria.

An employee who is declared redundant on the basis of the selection criteria has the right to be provided with the breakdown of their score and limited information about their position on the matrix relative to other employees in the selection pool. Under no circumstances should the scores of other named employees in the pool be revealed.

It is important that scores are supported by accurate records and managers are required to provide documentary evidence for this purpose. The matrix should be used in conjunction with the Redundancy Policy and Manager's guidelines.

SELECTION CRITERIA & DEFINITIONS

In assessing against the selection criteria, higher positive scores reflect better achievement against the criteria. Negative scores are given to deduct points for undesirable performance against the criteria. Therefore, the employees selected for redundancy will be those with the lowest cumulative scores.

PERFORMANCE

Performance should only be selected as a redundancy criterion if targets/objectives were set for all employees within the redundancy pool; and if performance assessments of all employees were made. It will be necessary to be able to evidence that a review has taken place and that clear targets were in place during the review period. For employees who have been absent for a substantial period of time during the review period, it may be necessary to extend the timeframe to take account of performance before or after that period of absence.

Score	Definition
5	Meets and exceeds performance targets
4	Meets performance targets most of the time
3	Meets performance targets some of the time (i.e. meets half or more of performance targets)
2	Fails to meet performance targets some of the time (i.e. meets fewer than half of performance targets)
0	Fails to meet performance targets most of the time.

KNOWLEDGE

Assessment of knowledge should be based on that which will be required for continuing business/service needs. Allocation of scores should reflect the depth and breadth of knowledge which is relevant to the job. It is important that assessments about knowledge have a direct link to the job role which the individual is being assessed against and not broader organisational knowledge which, whilst valuable, has no bearing on the job role for which redundancies are being considered. Managers using knowledge as redundancy selection criteria should make sure that they have clearly identified what knowledge areas are requirements for the job, so that fair assessments of an individual's knowledge can be made.

Score	Definition (will need to be specified by the redundancy selecting manager)
5	Displays the full range of knowledge required for the role
4	Displays the core knowledge required of the post
3	Displays some of the required knowledge, but there are clearly identifiable gaps in knowledge required for the role
2	Displays limited knowledge in relation to the job role
0	Has insufficient knowledge to operate effectively without close supervision

SKILLS

Assessment of skills should be based on those which will be required for continuing business/service needs. Allocation of scores should reflect the range of skills that the individual has which are relevant to the job. It is important that assessments about skills have a direct link to the job role which the individual is being assessed against and not broader skills strengths which, whilst valuable, have no bearing on the job role for which redundancies are being considered. Managers using skills as redundancy selection criteria should make sure that they have clearly identified the full skills set required for a job, so that fair assessments can be made.

Score	Definition (will need to be specified by the redundancy selecting manager)
5	Displays the full range of skills required for the role
4	Displays a good range of skills required for the post
3	Displays some of the required skills, but there are clearly identifiable gaps when compared to the skills set required for the role
2	Displays few skills in relation to the job role or has had limited opportunities to display skills
0	Has insufficient skills to operate effectively without close supervision

EXPERIENCE

Assessment of experience should be based on that which is directly relevant to the continuing needs of the business/service. Allocation of scores should reflect the depth and breadth of experience which is relevant to the job. It is important that assessments about experience have a direct link to the job role which the individual is being assessed against and not on wider experience which, whilst valuable, has no bearing on the job role for which redundancies are being considered. Managers using experience as redundancy selection criteria should make sure that they have clearly identified previous experience which is relevant to the job role and, where appropriate, should indicate the depth and breadth of experience required. Managers should guard against defining timeframes of experience required as this would contravene the Employment Equality (Age) Regulations (2006).

Score	Definition (will need to be specified by the redundancy selecting manager)
5	Has a broad and varied experience which is highly relevant to the role
4	Has a good range of experience, gained in relevant settings, required for the post
3	Has some good experience, but there are clearly identifiable gaps in experience
2	Has limited previous experience in relation to the job role
0	Has no previous experience of the job role

QUALIFICATIONS

Use of qualifications as a selection criterion should be based on the essential and desirable qualifications or equivalent listed in the person specification for the post. If there are no qualifications required for the post, then this selection criterion should not be used.

Score	Definition
5	Fully qualified or equivalent as specified in the person specification
4	Part qualified and actively training towards full qualification
3	Part qualified but not actively training towards full qualification
2	Not qualified, not part-qualified but training towards qualification
0	Unqualified

ATTENDANCE

Use of attendance as a selection criterion will require up to date attendance records. Care should be taken when considering absence to be sure not to include time taken off for maternity and paternity leave; maternity related sickness absence, ante natal, parental and dependency leave; all disability related leave including impairment related sick leave; adoption leave; training; health & safety; jury service; Territorial Army or trade union membership duties. This list is not exhaustive; if unsure about the type of absence to include please check with HR for further advice and guidance.

When using sickness absence as a criterion, Managers should consider both the hours lost due to sickness absence and the number of occasions over which the absence was taken. This will help to determine an individual's absence pattern. Managers should use the table below to attain an overall score for absence. To ensure fairness, absence for all employees should be counted as a percentage of available working hours. Sickness absence reports can be obtained from the HR Service. The absence period to be considered should be the 12 month period preceding the issuing of the scoring matrix.

To calculate the percentage absence rate:

$$\text{Percentage absence rate} = \frac{\text{cumulative hours of absence over 12 month period}}{52.14 \times \text{normal weekly working hours}} \times 100$$

Once scores are calculated, the total figure should be converted into a minus figure and this should be deducted from the employee's total score.

Employees who have a 100% attendance record should automatically be awarded 5 points.

Number of Occasions	Score A	% absence rate	Score B
1 – 3 occasions in a rolling 12 month period	1	< 2% absence in a rolling 12 month period	1
4 – 6 occasions in a rolling 12 month period	2	2 – 3.9 % absence in a rolling 12 month period	2
7 – 9 occasions in a rolling 12 month period	3	4 – 5.9 % absence in a rolling 12 month period	3
10 - 15 more occasions in a rolling 12 month period	4	6 – 7.9 % absence in a rolling 12 month period	4
More than 15 occasions in a rolling 12 month period	5	8% or more in a rolling 12 month period	5

Overall Score – add score for occasions to score for total hours absence and convert to a minus figure
e.g. 1-3 occasions (1 point) + 3% absence (2 points) = 3 points in total = -3

Total Score
 Add score A + score B

Worked example

An employee who is employed to work 37 hours per week has taken 2 weeks of sick leave in 12 months in one period of absence.

1 occasion scores 1 point

$$\text{Percentage absence rate} = \frac{74 \text{ hours} \times 100}{52.14 \times 37} = 3.8\% = 2 \text{ points}$$

Total points score is 1 + 2 = 3 points = -3 as the score to be added to the matrix

An employee who is employed to work 25 hours per week has taken 3 weeks of sick leave in 12 months over 6 separate occasions.

6 occasions scores 2 points

$$\text{Percentage rate absence} = \frac{75 \text{ hours} \times 100}{52.14 \times 25} = 5.75\% = 3 \text{ points}$$

Total points score is 2 + 3 = 5 points = -5 as the score to be added to the matrix

An employee who has a 100 % sickness absence record score **5 points** and this is added to the matrix

DISCIPLINARY AND CAPABILITY

To use disciplinary/capability as a selection criterion, be sure that all records are up to date and that all warnings are current. Expired warnings must **not** be used. Points allocated for outstanding/live warnings should be deducted from the selection matrix score, weighted as shown on the Redundancy Selection Matrix Form.

In the case where an employee has more than one live warning for separate disciplinary offences, then scores will be deducted for each separate warning as set out in the table below. For example, -2 for a live oral warning and -3 for a separate live formal written warning brings the total score for the individual to -5.

Employees who have both disciplinary and capability action against them, managers should deduct appropriate scores for each offence. For example, Employee A has one current formal written warning for a disciplinary offence; and is at a stage 1 capability hearing, the manager should deduct a score of -4 for capability and a score of -6 for the disciplinary offence = **-10 points in total** .

Score	Type of Warning
0	No current disciplinary/capability warning
-4	Current oral warning/Stage 1 capability
-6	Current formal written warning/Stage 2 capability
-8	Current final written warning/Stage 3 capability
-10	Current final written warning plus action short of dismissal

COST OF REDUNDANCY AND PENSION RELEASE

Those employees with the lowest cost to release should have a larger negative score. To avoid an imbalance in the scoring process, part time staff will have their actual cost of redundancy payments and any pension costs scaled up to full time equivalent. This will ensure comparison of like-for-like costs.

Score	Total Cost of Severance (estimated redundancy pay plus capital cost of pension)
-8	Nil cost
-7	£1.00 - £10,000
-6	£10,001 – £20,000
-5	£20,001 – £30,000
-4	£30,001 - £40,000
-3	£40,001 - £50,000
-2	Employee Committee approval required – £50,001 – £70,000
-1	Employee Committee approval required – Over £70,000

LENGTH OF SERVICE

To avoid unfair discrimination, length of service must **not** be used as a main criterion for selection. However, length of service may be used as a tie-breaker where, following scoring of other criteria, two or more employees are scored equally.

Where length of service is used, managers must obtain employee start dates from HR. The individual with the longest service, according to start date with the Council, will be deemed as the employee to be retained in employment. The individual with the shortest employment will be selected for redundancy. Employment will be classed as **Leicester City Council employment only** and not continuous local government service.

REDUNDANCY SELECTION MATRIX FORM

EMPLOYEE NAME:		POST TITLE:	
SERVICE/TEAM			

CRITERIA	DEFINITION	EVIDENCE USED	WEIGHTING	SCORE	WEIGHTED SCORE	NOTES
Performance			X	/5		
Knowledge			X	/5		
Skills			X	/5		
Experience			X	/5		
Qualifications			X	/5		
Attendance			X	/-10	(minus)	
<i>Please note, unless the employee has a 100% attendance record, this figure should be a minus number</i>						
Disciplinary/ Capability			X <i>Minimum weighting of 2</i>	/ -n	(minus)	
<i>Please note, unless the employee has had no disciplinary/capability action against them, this figure should be a minus number</i>						
Cost of Redundancy			X	/-8	(minus)	
Length of Service			N/A	N/A		<i>Tie Breaker Only</i>
Total Score						

Signed:.....

Post Title:.....

Date:.....

SERVICE/TEAM	
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Factor	[Name]						
Performance							
Knowledge							
Skills							
Experience							
Qualifications							
Attendance							
Disciplinary							
Cost of Redundancy							
Length of Service							
Total Score							

Signed:.....

Post Title:.....

Date:.....



Redundancy Vs Organisational Review – Knowing the appropriate approach to take

The redundancy selection criteria and scoring matrix should only be used where there is a redundancy situation arising from the need to reduce the number of employees in a specific job, i.e. where the number of existing employees exceeds the number of jobs required. This is likely to be a result of a reduction in the service being offered; or a reduced demand for a specific service. For example, where a service reduces its opening hours and therefore, needs only one member of reception staff rather than two.

Redundancy situations may also arise as a result of organisational review and restructuring. In these cases, service areas may be re-shaped and jobs may be re-designed. Within organisational change situations, some job roles may no longer be needed. In these circumstances, the redundancy scoring matrix **should not** be used; and redundancies should be made in accordance with the Organisational Review and Redundancy Policy.

Managers should seek advice from their HR Team if there are any questions about whether the redundancy scoring matrix should be used.

Agreeing the selection pool

The group from which employees will be selected for redundancy (the selection pool) must be carefully identified. It will usually consist of those who undertake a similar type of work in a particular department, who work at a relevant location, or whose work has ceased or diminished or is expected to do so. Individuals to be selected for redundancy must come from this wider pool.

Guidance on agreeing the redundancy selection pool can be obtained from the HR Service.

Defining the criteria for redundancy selection

When it has been established that there is a need to reduce the number of employees in a specific job role; and the redundancy scoring matrix is to be used, managers need to make a decision about which of the redundancy selection criteria they will use to make assessments against. Consultation with the Trade Unions over the selection criteria to be used should take place.

Within some service areas, it may not be appropriate or practical to make use of some of the criteria available; or it may not be possible to make fair and objective judgements against some criteria. For example, in some areas, recorded notes from annual performance appraisals may not be available for all employees, and therefore, this criterion should not be selected for use.

Managers should use their judgement to select the criteria against which they can make the most fair and objective decisions. Guidance on the selection of redundancy criteria can be gained from the HR Service.

Identifying a team to make the redundancy selections

Once the redundancy selection criteria have been identified, the line manager needs to make arrangements for the assessment of employees within scope of redundancy, against the criteria. As a minimum, two managers should be involved in the process. When selecting other managers to be involved with redundancy selection, the following should be considered:

- Does the manager have an understanding of the service area within which redundancies will be made
- Is the manager clear about the requirements of the job against which selections will be made
- If the manager is not familiar with the job role, can they be given access to detailed and verified records of the employee and their performance, so that objective, evidence-based decisions can be made

Making an independent assessment

Once the managers to be involved in the redundancy selection have been identified, copies of the redundancy criteria and scoring matrix will be issued and managers will be required to make independent assessments of each employee against the agreed criteria. All appropriate evidence and/or records will be made available to all managers involved in redundancy selection from the appropriate HR Team.

Managers should consider the specific details of the criteria and make judgements, based upon evidence, about the score which an employee is assigned.

When making judgements about performance, appraisal/review documentation should be examined and performance against targets should be measured. If during the selection process it becomes clear that employee performance records are incomplete for one or more employee, the performance criteria should be removed as a selection criterion.

If using knowledge, skills or experience as selection criteria, the specific requirements in relation to these areas should be identified at the outset of the process, so that fair and consistent judgements about individual employees can be made.

The moderation meeting

Once managers have made independent assessments of employees and have assigned scores appropriately, a moderation meeting should take place to agree the final scores. The scoring managers should attend this meeting; as should a representative of the HR Service, who will oversee the moderation and will act as a critical friend to the process to ensure that the decisions made are robust and can hold up to external scrutiny.

The importance of a fair and transparent process

The decision's made about which employees are selected for and ultimately made redundant, should be evidence-based, robust and should stand up to external scrutiny. The consequences of this not happening are that the employee may seek redress for unfair dismissal, and redundancy selection decisions may end up being scrutinised in an Employment Tribunal. All decisions made should be objective and should avoid factors which are potentially discriminatory.

Guidance on ensuring the fairness of decisions can be obtained from the HR Service.

Communicating the results

Once selection for redundancy decisions are made, Managers should meet with each individual employee included within the scope of the selection pool, to discuss with them the results of the selection exercise, and the specific scoring that the individual employee had received. During this meeting, the Manager should explain to the employee the specific methods/calculations used in the selection process. During this meeting, Managers should give employees the option to challenge any points of accuracy in relation to the scoring exercise, for example, the number of days sickness used. This opportunity will ensure that any inaccuracies in the base data used for selection are addressed. Where errors are identified, the individual employee's scores should be amended accordingly, and any changes to the selection for redundancy should be amended. Line managers should consult with HR where uncertainties/inaccuracies arise as a result of this meeting. Following employee meetings, confirmed outcomes for the redundancy selection should be provided to the employee in writing. A copy of the individual's scoring matrix should be included with their written notification of redundancy. All employees have the right appeal against their selection for redundancy to their head of service, divisional director, or other nominated officer, who would be accompanied by an HR representative. Employees must register their appeals in writing within 10 working days of receiving written notice of dismissal on grounds of redundancy. An appeal hearing will be convened and the outcome of the appeal will be confirmed in writing to the employee within 10 working days of the date of the hearing.

If, once the appeal process is concluded, the employee's selection as redundant is upheld it should be confirmed in writing, giving the employee notice of dismissal on grounds of redundancy. The letter should set out the period of notice to which the employee is entitled, the date on which dismissal would be effective in the event of no suitable alternative post becoming available and the redundancy payment to which the employee would be entitled to on being made redundant.

Employees who are served notice of redundancy are entitled to receive support from the Council in helping them to look for alternative suitable employment. Further information on this can be obtained from the Redeployment Policy and associated guidance notes.

WORKED EXAMPLE

A worked example of how you might use of the redundancy scoring matrix is included below.

In this example, the scoring manager is a Performance Manager who oversees a team of 6 Performance Officers. Due to a reduction in the budget for the team, the Performance Manager needs to reduce the overall workforce from 6 to 4; and therefore, needs to make 2 team members redundant. The redundancy selection matrix will be used.

Selecting the scoring criteria

In the first instance, the line manager needs to make a decision about which scoring criteria should be used. Although performance is a very important issue for the team, inconsistent practices in managing performance have been used; supervision arrangements have differed for each member of staff and performance review notes were not completed for all 6 employees and therefore, the manager decides that she cannot use the performance criteria. Knowledge, skills, experience and qualifications will all be used in the selection process. There have been sickness absence problems within the team, so the absence criteria will be used. There have been no disciplinary/capability warnings in the team, so this criteria will not be used. Cost of redundancy and pension release will be used.

Identifying the specific knowledge, skills, experience and qualifications against which assessment will be made

Now that the manager has selected the criteria to be used, she needs to amend the scoring matrix to ensure that it accurately reflects the needs of her team moving forward. The line manager therefore clarifies the specific areas of knowledge, skills, experience and qualifications required for the post; she develops a job profile as follows:

Performance Officer: Job purpose: To provide an efficient and effective performance monitoring service for the Council and within the Leicester Partnership. To build relationships with key stakeholders; to collate performance data and convert this into performance analysis and trend in order that information can be promptly reported to Members and senior officers.

Knowledge:

- A detailed understanding of performance management approaches
- Understanding of the Council's corporate plan and its key performance measures
- Understanding of Performance Plus data management system

Skills:

- Ability to build relationships with key stakeholders
- Excellent communication skills
- Ability to undertake detailed and complex analysis and to present information in a clear format

Experience:

- Experience of overseeing performance in a local authority environment
- Experience of reporting performance to members and senior officers

Qualifications:

- Degree or professional qualification in a business or management related subject

Scoring employees

Having outlined the specific scoring criteria which will be used, the line manager needs to determine the weighting they will use and needs to score employees.

In scoring employee A, the line manager makes the following judgements:

Employee A does have knowledge of the Council's performance management system and is able to use the appropriate scoring software. Their knowledge of the Council's performance framework is sound, but there are gaps in their understanding about service specific performance areas. The line manager decides that employee A displays the core knowledge required of the post and attributes a score of 4.

Employee A has sound communication skills but has not mastered the ability of effective relationships building, particularly across the Partnership. They are very good at data analysis. Based upon this assessment, the line manager attributes a score of 3 – Displays some of the required skills, but there are clearly identifiable gaps when compared to the skills set required for the role.

Employee A has limited experience of working in a performance team. This is their first authority in which they have occupied a post in the performance management area. They have only been working in the team for a short period of time; therefore the line manager assigns a score of 2 – Has limited previous experience in relation to the job role.

Employee A has a degree in business management and so scores 5, fully qualified or equivalent as specified in the person specification.

Employee A has a reasonably good sickness absence record. He has had 3 periods of absence in the last 12 months and has lost a total 29 hours to sickness absence. The employee works 30 hours per week. The employee's absence is scored as follows:

Number of occasions of absence is 3, which scores 1 point. The percentage of time lost due to absence is calculated as follows:

$$\frac{29 \times 100}{52.14 \times 30} \quad \begin{array}{l} (= 2900) \\ (=1564.2) \end{array} = 1.85\% = 1 \text{ point}$$

$$1 \text{ Point} + 1 \text{ Point} = 2 \text{ Point}$$

The line manager has been notified that Employee A's redundancy and pension costs would amount to £15,000, and so assigns a score of -6.

Employee A's scores are now added into the scoring matrix.

REDUNDANCY SELECTION MATRIX FORM

EMPLOYEE NAME:	Employee A	POST TITLE:	Performance Officer
SERVICE/TEAM	Performance Management		

CRITERIA	DEFINITION	EVIDENCE USED	WEIGHTING	SCORE	WEIGHTED SCORE	NOTES
Performance	N/A		X 1	/5	N/A	
Knowledge	As defined in job brief	Assessment made against job brief	X 2	4/5	4 x 2 = 8	
Skills	As defined in job brief	Assessment made against job brief	X 2	3/5	3 x 2 = 6	
Experience	As defined in job brief	Assessment made against job brief	X 1	2/5	2	
Qualifications	As defined in job brief	Certificates	X 1	5/5	5	
Attendance			X 3	-2/-10	(minus) -6	
<i>Please note, unless the employee has a 100% attendance record, this figure should be a minus number</i>						
Disciplinary/ Capability	N/A		X <i>Minimum weighting of 2</i>	/ -n	(minus)	
<i>Please note, unless the employee has had no disciplinary/capability action against them, this figure should be a minus number</i>						
Cost of Redundancy			X 1	-6/-8	(minus) -2	
Length of Service			N/A	N/A		<i>Tie Breaker Only</i>
Total Score					13	

Signed:.....

Post Title:.....

Date:.....

The Performance Manager conducts the same assessment of all 6 employees and adds their overall scores into the template below.

SERVICE/TEAM	Performance Team
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Factor	Employee A	Employee B	Employee C	Employee D	Employee E	Employee F	BLANK
Performance	N/A	N/A	N/A	N/A	N/A	N/A	BLANK
Knowledge	8	8	10	10	4	8	BLANK
Skills	6	8	10	8	4	8	BLANK
Experience	2	5	4	5	2	5	BLANK
Qualifications	5	5	4	5	2	5	BLANK
Attendance	-6	-15	15	-6	15	-6	BLANK
Disciplinary	N/A	N/A	N/A	N/A	N/A	N/A	BLANK
Cost of Redundancy	-6	5	-1	-4	-3	-1	BLANK
Length of Service							BLANK
Total Score	9	16	42	18	24	19	BLANK

Signed:.....

Post Title:.....

Date:.....

In this scenario, employees A and B would be selected for redundancy.

FREQUENTLY ASKED QUESTIONS FOR MANAGERS AND EMPLOYEES

How do I know if I've been fairly selected for redundancy?

When selecting employees for redundancy, an employer must ensure that they use fair and objective criteria. When making redundancy selections, line manager should make use of the Council's agreed redundancy scoring matrix.

As part of the consultation process for redundancies, Trade Unions should have been involved in selecting the criteria to be used; ensuring that they are fair and consistent.

As an employee, you are entitled to see the outcome of your selection, including a copy of your scoring matrix. If you feel that there have been any unfair judgements made as part of the selection process, then you are entitled to appeal against the redundancy decision, as per the Redundancy Policy.

I feel capable of making the redundancy selection decisions myself, why do I need to involve another manager?

It is important that all decisions made in relation to redundancy are fair, transparent and objective. Having more than one manager involved, who makes an independent assessment of the employees in the redundancy pool will ensure that decisions made are more robust, and therefore defensible, if challenged.

The redundancy panel's decisions were clear, why do we need a moderation meeting?

The moderation meeting will give both assessing managers the opportunity to discuss and challenge the conclusions reached in an open way. In addition, the HR Adviser, at the moderation meeting, will be able to ensure that the processes used and decisions made are robust and would stand up to external scrutiny, should they be challenged.

Can I select somebody for redundancy based upon their performance?

As a manager, you are entitled to select somebody for redundancy by using performance as one of a selection of criteria, to be agreed as part of the redundancy consultation process. Performance can be used as a selection criteria, *only if* objectives/targets and performance assessments are available for all employees within the redundancy pool.

Is it true that you can't select people for redundancy based upon their length of service?

Using length of service, or 'last in first out' methods for redundancy selection can leave the line manager open to claims of unfair discrimination on the grounds of age or gender; and therefore, these methods alone cannot be used as selection for redundancy. Length of service should only be used in a tie-break situation, where two or more employees are tied on points, as a final decision-making tool.

What should I do if I think the redundancy selection criteria used were unfair?

Adequate consultation should take place over the redundancy selection criteria before they are used. However, if you feel that the selection methods used were unfair, you can appeal against the outcomes of the redundancy selection process, as per the Redundancy Policy

Do I need to give employees the right to appeal against their redundancy?

Yes, all employees have the right to appeal against the decisions of the redundancy selection process. Details of the appeal process are outlined in the Redundancy Policy

I've been told that I am at risk of redundancy following a redundancy selection exercise, what happens now?

If your post has been identified as being made redundant following a redundancy selection exercise, you will receive written notification from the HR Service. You are entitled to appeal against this decision. Once any appeal processes are concluded, you will receive a final written notification of dismissal on the grounds of redundancy. This letter will outline to you your period of notice, any redundancy payments applicable and will give details of the redeployment process and the support available to you through the Council. If no other suitable alternative employment becomes available during your notice period, a final dismissal on the grounds of redundancy letter will be issued and your employment will be terminated.