Managing Redundancy

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Model Letter 1

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<td>From:</td>
<td>Manager introducing change</td>
</tr>
<tr>
<td>To:</td>
<td>All employees affected by change</td>
</tr>
<tr>
<td>When:</td>
<td>Immediately after staff briefing on proposed changes</td>
</tr>
</tbody>
</table>

Private and Confidential

Dear [employees name],

Re: Proposed (change e.g. merger of ............)

I refer to our informal discussions on [date(s)] and the briefing on [date] regarding the above proposal(s). I write to confirm that this letter marks the beginning of a [number of days] day period of formal consultation with staff affected by the proposal(s). This period of consultation will end on [date]. [Trade Union] were advised of the proposal(s) on [date].

I am writing to explain how the proposed change(s) will affect you, and to invite you to submit any comments or questions you may have on the method of implementing the new structure, or on your own personal situation. I am conscious of how important it is to use the insight and suggestions of those directly involved in this [area/ service/ discipline] to inform and refine my plans and I would welcome therefore, any comments or suggestions you have. Your feedback can be given directly to me or [name of Human Resources contact supporting the change] or via your Trade Union representative if you prefer.

Background and rationale for the proposal(s)

[Briefly summarise reason for change]

Summary of proposal(s)

[Briefly summarise proposal].

I attach a copy of the consultation document and draft job descriptions for your information.

Implications for your post

Unfortunately, the effect of the proposal(s) is that your current post as [Job Title of employee] will cease to exist and I must advise you that you are at risk of redundancy. You will however be invited...
to apply for posts in the new structure and have been ring fenced against [Job title of post ring fenced to]. I enclose copies of the draft Job Descriptions for your information.

If you wish to apply for more than one post, you will be asked to express a preference in your application.

You are of course, welcome to apply for any other available posts within the structure if you wish and you will be informed when these are being advertised. Please be aware however, that in instances where a particular post has been ring fenced to one or more individuals, then their applications will be considered in advance of any other staff who is at risk but not ring-fenced to that post.

**Method of selection**

It is anticipated that applications for new roles will be invited by letter. I will write to you again, after the consultation period has ended, to provide further details about the recruitment process and how to apply. On completion of interviews successful applicants will be advised of their start date in the new role.

An interview panel will assess candidates against the criteria outlined in the person specification for the new roles on the basis of their written application, performance at interview, and performance at any appropriate selection tests used.

If you are not successful, you will be issued with notice of redundancy. However, efforts will be made to identify redeployment opportunities within the College. If you choose not to apply for a position in the new structure, you will become redundant and formal notification will be issued accordingly.

**Applications for other posts**

If you decide to apply for internal vacancies, normal short-listing procedures will be applied, and applications tested against the job description and person specification.

All interview panels will assess candidates on the basis of their written application, performance at interview and performance on selection tests where these are considered appropriate. When applying for internal vacancies, it would be helpful if you highlight your ‘at risk’ status in your application.

**Individual Consultation Meeting**

I appreciate that you may wish to discuss your options and the process, and therefore, I have arranged to meet with you for a confidential discussion on [Date] in [Location]. [Name ], from the Human Resources Department will be present at the meeting. You may also be accompanied to the meeting by a representative of your choice.
I understand that this is a difficult period for you and would like to take this opportunity to remind you of the Employee Assistance Scheme, a confidential service offered to all our staff on free-phone 0800 243458. I enclose a copy of a leaflet about the scheme for your information.

Yours sincerely,

Manager

Encl: Consultation Paper
Draft Job Description(s)
HR Code of Practice on Managing Redundancy
HR Code of Practice on Redeployment
Agreed Exit Schemes
Model Letter 2

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<tr>
<td>To:</td>
<td>All employees in the Department, institute or centre</td>
</tr>
<tr>
<td>When:</td>
<td>Immediately after announcement of closure</td>
</tr>
</tbody>
</table>

Private & Confidential

Dear [name of employee],

Re: Proposed (closure of.............)

I refer to our informal discussions on [date(s)] and the briefing on [date] regarding the above proposal(s). I write to confirm that this letter marks the beginning of a [number of days] day period of formal consultation with staff affected by the proposal(s). This period of consultation will end on [date]. [Trade Union] were advised of the proposal(s) on [date].

I am writing to explain how the proposed change(s) will affect you, and to invite you to submit any comments or questions you may have on the method of implementing the new structure, or on your own personal situation. I am conscious of how important it is to use the insight and suggestions of those directly involved in this [area/ service/ discipline] to inform and refine my plans and I would welcome therefore, any comments or suggestions you have. Your feedback can be given directly to me or [name of Human Resources contact supporting the change] or via your Trade Union representative if you prefer.

Background and rationale for the proposal(s)

[Briefly summarise reason for change]

Summary of proposal(s)

[Briefly summarise proposal].

I attach a copy of the consultation document and draft job descriptions for your information.

Implications for your post
Unfortunately, the effect of the proposal(s) is that your current post as [Job Title] will cease to exist and I must advise you that you are at risk of redundancy.

**Applications for other posts**

If you decide to apply for internal vacancies, normal short-listing procedures will be applied, and applications tested against the job description and person specification.

All interview panels will assess candidates on the basis of their written application, performance at interview and performance on selection tests where these are considered appropriate. When applying for internal vacancies, it would be helpful if you highlight your ‘at risk’ status in your application.

**Individual Consultation Meeting**

I understand that you may wish to discuss your options and the process and I have arranged to meet with you for a confidential discussion on [Date] in [Location]. [Name ], from the Human Resources Department will be present at the meeting. You may also be accompanied to the meeting by a representative of your choice.

I appreciate that this is a difficult period for you and would like to take this opportunity to remind you of the Employee Assistance Scheme, a confidential service offered to all our staff on free-phone 0800 243458. I enclose a copy of a leaflet about the scheme for your information.

Yours sincerely,

Manager

Encl: Consultation Paper
Draft Job Description(s)
HR Code of Practice on Managing Redundancy
HR Code of Practice on Redeployment
Agreed Exit Schemes
Model Letters and Documents: 
Managing Redundancy

Model Letter 3

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<th>Topic:</th>
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<td>Manager introducing change</td>
</tr>
<tr>
<td>To:</td>
<td>Any employee who’s job has been matched against job in new structure</td>
</tr>
<tr>
<td>When:</td>
<td>Immediately after staff briefing on proposed change</td>
</tr>
</tbody>
</table>

Private & Confidential

Dear [name of employee],

Re: Proposed (change e.g. merger of………………)

I refer to our informal discussions on [dates] and the briefing on [date] regarding the above proposals, I write to confirm that this letter marks the beginning of a [number of days] period of formal consultation with staff affected by the proposals. This period of consultation will end on [date].

I am writing to explain how the proposed change(s) will affect you, and to invite you to submit any comments or questions you may have on the method of implementing the new structure, or on your own personal situation. I am conscious of how important it is to use the insight and suggestions of those directly involved in this [area/ service/ discipline] to inform and refine my plans and I would welcome therefore, any comments or suggestions you have. Your feedback can be given directly to me or [name of Human Resources contact supporting the change] or via your Trade Union representative if you prefer.

Background and rationale for the proposals

[Briefly summarise reason for change]

Summary of proposal

[Briefly summarise proposal].

I attach a copy of the proposal document and draft job descriptions for your information.

Implications for your post
Having compared your current role against those in the proposed new structure, I am pleased to confirm that your role has been matched against the [Job Title] in the [Department, Institute or Centre]. A copy of the draft Job Description and structure is attached.

You are of course welcome to apply for any other available posts within the structure. However, you should be aware that the application of any individual who is specifically ring fenced to the post or who are otherwise at risk of redundancy will be considered in advance of yours.

**Individual Consultation Meeting**

I appreciate that you may wish to discuss your options and the process, and therefore, I have arranged a meeting to meet with you for a confidential discussion on [Date] in [Location]. [Name], from the Human Resources Department will be present at the meeting. You may also be accompanied to the meeting by a representative of your choice.

I understand that this is a difficult period for you and would like to take this opportunity to remind you of the Employee Assistance Scheme, a confidential service offered to all our staff. I enclose a copy of a leaflet about the scheme for your information.

Yours sincerely,

Manager

Encl: Consultation Paper
      Draft Job Description(s)
      HR Code of Practice on Managing Redundancy
      HR Code of Practice on Redeployment
      Agreed Exit Schemes
Model Paper 1: Start of Consultation

Paper for Consultation with Staff and Trade Unions

Re: Proposed Changes in [Department, Institute or Center]

[Date], [Author]

1 Introduction

This paper sets out the proposals for changing the structure of [Department, Institute or Centre].

[OR: closing Department, Institute or Centre OR merging Department, Institute or Centre with Department, Institute or Centre]

The paper outlines the reason(s) for change and how the proposals will meet these requirements.

Informal discussions regarding the above took place between [date] and [date]. Formal consultation on the proposals outlined below will take place between [date] and [date].

The process for change is set out in Sections 6 -.

2 Background and current situation

[Briefly summarise the current situation along with any relevant background information.

E.g. The current structure was developed to facilitate xxx. In xxx the department was merged with xxxx. Include a copy of the current organisational structure chart.]

3 Why change is necessary

[Outline of rationale or drivers for change. These may include: financial considerations, need to improve efficiency, changes in strategy, changes in customer needs.]

4 Proposed changes

[Set out the proposed change in detail including a copy of the proposed new structure chart and draft Job Descriptions where applicable or available. Explain how the proposals will address the issues identified in section 3.0. Summarise by listing the number and types of posts which will be at risk as a result of the change.]
5 College approval and authorisation

It is anticipated that PSG will approve the above proposals on [date]. I will then ask the Chairman of [Council] or [Staff Policy Committee] to approve the proposals on [date].

In accordance with the HR Code of Practice on Managing Redundancy, the College will establish a Redundancy Committee. The role of the Redundancy Committee will be to ensure that the process for change is consistent, fair and as transparent as possible. The Committee is likely to comprise [Names].

6 Process for change

6.1 Consultation

The College recognises the value and importance of obtaining the views and suggestions of all affected staff as well as their Trade Union representatives about any proposal(s) for change as these are usually improved when informed by the collective knowledge and experiences of those directly involved. In addition to the collective consultation process, [Name of Human Resources contact] and I will arrange to meet with each of you to consider your individual circumstances and concerns.

Comments or questions regarding the proposals may be conveyed via your trade union representative, Human Resources contact or direct to me.

6.2 Minimising Redundancies

The College is committed to making every effort to minimise the number of compulsory redundancies and will seek to do so by:

- introducing a recruitment freeze on all [type of posts relevant to those affected] posts;
- considering requests for early retirement;
- redeployment (please see 6.5).

[Insert the next two bullet points if applicable]

- In addition, applications for voluntary redundancy or voluntary severance will be considered for all [list groups of staff who will be invited to apply for voluntary redundancy or severance] staff.
  Voluntary Redundancy will be considered if an employee’s post is made redundant as a result of the changes and the employee does not wish to be considered for posts in the new structure. Voluntary Severance will be considered if an employee’s post is not directly affected by changes but the employee wishes to leave their employment with the College.
- Employees whose application for voluntary redundancy or voluntary severance has been approved will receive an enhanced redundancy package which has been calculated as follows:
Model Letters and Documents: Managing Redundancy

Voluntary Redundancy

Weekly Pay: £ xxxx  [state whether the statutory cap of £ 310 will apply]

Number of weeks pay, based on age and length of service as outlined in Statutory Redundancy Ready Reckoner in Appendix 1, multiplied by a factor of [factor between 1.0 and 3.5]. A minimum of 12 weeks pay will be paid.

Voluntary Severance

Weekly Pay: £ xxxx  [state whether the statutory cap of £ 310 will apply]

Number of weeks pay, based on age and length of service as outlined in Statutory Redundancy Ready Reckoner in Appendix 1, multiplied by a factor of [factor between 1.0 and 3.5]. A minimum of 12 weeks pay will be paid.

N.B. Please see Appendix 2 of the HR Code of Practice on Agreed Exit Schemes for further considerations in developing a Voluntary Redundancy or Severance package.

6.3 Method of Selection

Once the consultation process has been completed, the proposed new Job Descriptions and Person Specifications will be finalised. Employees will then be matched against posts in the new structure by comparing their current Job Description and the Job Descriptions for the new structure. Where there is a significant match, the employee in question will transfer across into the new structure. However, in the event that there is more than one employee matched against a particular post, a ring-fence pool will be created. Employees in the ring-fence pool will be invited to apply for the role(s) they have been ring-fenced to and will be asked to state their preference.

Interviews will be held in order to assess the employee against the criteria outlined in the Person Specification for the post applied for. Wherever possible, individuals will be appointed to their first choice of post.

N.B. Individuals may also apply for posts in the new structure that they have not been ring-fenced against, but will only be considered if no appointment is made from amongst those matched to the post.

OR

The [Department, Institute or Centre] will close on [date] and as a result all [job title] will be redundant. However, every effort will be made to find suitable redeployment opportunities within the College for all affected staff.
6.4 Timescales

- Start of consultation: [date]
- Individual consultation meetings between: [date] and [date]
- Deadline for applications for Voluntary Redundancy or Early Retirement: [date]
- End of consultation: [date] n.b. a consultation period of at least 30 days is recommended and is required by law if 20 or 100 redundancies are likely. If there are likely to be more than 100 redundancies, 90 days of consultation are required by law.
- Outcome of consultation presentation and paper: [date]
- Committee decision regarding proposals: [date]
- Redundancy committee approval of selection process and criteria: [date]
- Deadline for applications (if appropriate): [date]
- (if relevant) Deadline for applications for voluntary redundancy: [date]
- (if relevant) Selection assessments between: [date] and [date]
- (if relevant) Feedback on assessments to employees by [date]
- Meetings with redundancy committee for employees not selected into new structure between [date] and [date] n.b. these should be within 5 working days of receiving feedback
- Notice of redundancy issued by [date]
- Appeals lodged by [date] n.b. this should be within 10 working days of receipt of notice
- Appeal hearing held between [date] and [date] n.b. this should be within 20 days of receipt of outcome of appeal confirmed by [date]
- Redundancies to take effect by [date] n.b. the level of notice will be the more generous of either the contractual notice period for the employee or their statutory notice entitlement)
- New structure to take effect by [date]

6.5 Redeployment

Any employee who is identified as being at risk of redundancy as a result of these proposals will be actively considered for any suitable redeployment opportunities within the College.

N.B. In the event that an employee unreasonably refuses to accept a suitable redeployment position offered, the employee will be considered to have resigned and will not be entitled to a redundancy payment.

6.6 Protection of Terms & Conditions

The College policy for salary protection can be found in the HR Key Concepts document for Managing Redundancy which can be found on the HR website at: http://www.hr.qmul.ac.uk/policiesandprocedures/reorganisation/redundancy/

6.7 Trial Period in New Post

Any employee transferring to a new post either within the new structure (if relevant) or elsewhere in the College will be entitled to a trial period of at least 4 weeks. In situations where there are...
significant differences between the employee’s previous role and the new role, the trial period may be extended further to a maximum of 12 weeks. Rights to redundancy pay are preserved during the trial period.

6.8  **Involuntary Redundancy Payment**

In the event that it has not been possible to successfully redeploy an employee affected by the change and the employee becomes redundant, the redundancy payment will be based on the statutory formula as follows:

- For each complete year of continuous service between the ages of 18 and 21, the employee will receive half a week’s pay.
- For each complete year of continuous service between the ages of 22 and 40, the employee will receive one week’s pay.
- For each complete year of continuous service between the ages of 41 and 65 the employee will receive 1½ weeks’ pay.
- Currently the maximum weekly pay under the statutory scheme is £310.

7  **Assistance in securing alternative employment**

All employees who are placed at risk of redundancy as a result of these proposals are entitled to reasonable time off to look for alternative work. Guidance on job search, completing application forms and interview preparation can be obtained from the Human Resources Department.

Support and careers coaching sessions may also be arranged with a consultant from the University of London Career Service.

7.1  **Employee Assistance & Support**

Further support and advice can be obtained from the Employee Assistance Programme. This confidential service is available to all staff and their families and close friends 24 hours a day by calling the free-phone number 0800 243458.

7.2  **Other Sources of Information**

The College HR Codes of Practice on Managing Redundancy and Agreed Exit Schemes and the associated Key Concepts provide further information on College change processes and employee entitlements.
Consultation Presentation

Why is change necessary

Outline the drivers for change for example:

- Financial: we need to save £££ due to falling student numbers.
- Improved efficiency: by merging payroll and HR, we will improve communication and hence accuracy and timeliness of contractual or payroll changes.
- New strategy: the College wants to develop conferencing facilities.
- Changes in customer needs: students increasingly want a degree in Biochemistry which includes forensics.
Department Name

**The proposals**

Set out the proposed change. Summarise the number and types of post affected. Include an old and new structure chart where applicable.

E.g. The Department of Media will merge with the Department of Film to create a new Department of Media & Film. This will result in the creation of a senior technical post from within the existing headcount. The overall number of administrative posts will be reduced from 5 to 3 (comparison of existing and new structures).

Department Name

**How will this improve matters?**

Explain how the proposals will address the drivers for change identified in the first slide.
Minimising redundancies

- Recruitment freeze
- Early retirement
- Voluntary redundancy (if applicable)
- Redeployment

The change process

The College Code of Practice will be followed in all instances.

Outline the selection criteria to be used.

E.g. selection into new posts will be by interviews. Applicants will be assessed against the criteria outlined in the person specification for each role.
Department Name

The next steps

Consultation to obtain views and feedback on proposals and change process with:
- Affected employees in group meetings and 1:1 meetings
- Trade unions
- Other relevant stakeholders (identify who these are).

Department Name

Timescales

Set out timetable for change process. Clearly indicate the Date Formal Consultation begins and the date Formal Consultation Ends.
Support and assistance

- EAP
- Financial advice
- Help with job search and interview preparation
- Time off to look for alternative employment

QUESTIONS OR COMMENTS?
Consultation Checklist

*Individual Consultation Meeting Checklist:*

Name ........................................ Date ........................................

Dept ........................................ Post ........................................

Attendees:

Manager ..................................................

Human Resources Contact..................................

Companion..................................................

*Preparation:*

Briefing documents (inc. structure charts and copies of draft Job Descriptions)

Employees Current Job Description

Employee Data Profile

Calculation of redundancy entitlement (compulsory redundancy & if appropriate, voluntary redundancy)

Code of Practice & Key Concepts on Managing Redundancy. Code of Practice & Key Concepts on Agreed Exit Schemes
### Purpose of meeting:

- To discuss proposals and obtain feedback from affected individuals. It’s also an opportunity to discuss any individual concerns.
- Check received copies of consultation paper(s)
- Check Job Description is current and correct
- Check that data profile correct:
  - Current address
  - Date of Birth
  - Contracted Hours
  - Length of service
  - Contractual notice
  - Elements of pay
  - Whether in pension scheme
  - Whether any particular issues e.g. disability
  - N.B. note nature of issue
- Check availability and preferred method of contact (email, mobile)

### Feedback on Proposals:

- Recap on proposals, discuss and note any feedback.
- Throughout consultation period, employee may submit any comments or questions on proposals. Comments may be conveyed via Trade Union Representative, to HR or direct to me.
## Model Letters and Documents: Managing Redundancy

### Process for Change

- Explain selection process and invite feedback
- Check if any particular concerns or factors to be considered for employee e.g. secondment arrangements
- Recap on timetable

### Redundancy Package

- Estimate of compulsory redundancy package
- Estimate of Voluntary redundancy or voluntary severance
- If applicable: consider early retirement
- Confirm notice entitlement
- Offer to arrange to meet independent financial advise

### Support

- Time off to look for alternative employment
- Redeployment
- Explain consequence of not accepting redeployment
- Pay protection
- Career support & guidance
- EAP
Model Letter 4

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<tr>
<td>From:</td>
<td>Manager introducing change</td>
</tr>
<tr>
<td>To:</td>
<td>All employees affected by change</td>
</tr>
<tr>
<td>When:</td>
<td>Immediately after briefing summarising outcome of consultation</td>
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</table>

Private & Confidential

Dear [name of employee],

Re: Proposed (change e.g. merger of......)

Further to my letter dated [date]. I write to confirm that the formal consultation period ended on [date]. I would like to thank you for your suggestions and feedback and hope that any questions regarding the proposals were fully addressed in the briefing on [date]. I attach a copy of the end of consultation paper and final job descriptions for your information.

Either

As you are aware, you have been ring fenced against the post of [job title(s)] and I would now like to invite you to apply for the post(s) by providing a supporting statement outlining how you meet the person specification for the role.

The deadline for applications is by noon [date].

The interview is scheduled to take place on [date] at [time] in [venue] The panel has been confirmed as [name & job title]

Your suitability for the post will be assessed by the interviewing panel on the basis of your written application and performance at interview.

If you have any queries, please do not hesitate to call me on [telephone number].

Yours sincerely,
Manager

Encl

End of Consultation Paper
Final Job Descriptions (if appropriate)
Details of Selection test (if appropriate)
Model Paper 2: Example of End of Consultation paper

Outcome of Consultation with Staff and Trade Unions

Re: Proposed Changes in Social Sciences

11th June 2007, Professor John Bloggs

1 Introduction

This paper summarises the outcome of the consultation with affected staff and trade unions regarding the proposal to change merge the Department of Criminology with the Department of Forensic Sciences.


The process for change is set out in Sections 6 - 8.

2 Background for proposals

The Department of Criminology has seen a steady reduction in student numbers over the past five years. In 2006, the BA Honours course in Criminology had 36 students compared with 62 students in 2000. As a consequence, it is no longer financially viable to sustain the Department as an independent entity. However, it is important that the College retains the ability to offer courses in elements of Criminology as part of other degree courses such as Psychology and Sociology.

Conversely, the newly created Forensic Sciences Department continues to attract a small but steady number of students and there is an increasing interest for courses in Forensics as part of other degree courses such as Biochemistry.

3 Proposed Changes

It is anticipated that a merger between the two departments to create a Department of Criminology and Forensics will not only enable the College to continue to offer courses in both these disciplines, but will also increase overall student numbers by offering combined degree courses such as a BSc and MSc in Criminology and Forensic Sciences for which there is significant demand. This will be enhanced by the creation of an additional Senior Lecturer post Criminal Sciences and an expanded range of courses offered.
However, there will be a single Head of Department post, which both current Heads of Department are ring-fenced to, in the first instance.

Administrative support across both departments is currently fragmented with difficulties in maintaining continuous cover. In addition, there are significant areas of duplication such as in student administration processes, where combining resources would improve efficiency and cost effectiveness. The creation of a cross-functional pool of administrative staff will improve overall cover and efficiency in administrative and financial support. The new structure will be formed out of existing number of posts and will comprise:

- Business Systems Manager (Grade 6)
- 4 x Team Administrators (Grade 4)
- 2 x Student Admission and Support Coordinators (Grade 4)
- 2 x Financial Assistant (Grade 4)

The Technical Support roles will remain unchanged and Technical Staff will transfer across into the new structure on their current terms and conditions.

4 Outcome of Consultation

The Departments of Criminology and Forensic Sciences will merge as proposed. The merger will take effect on 1st September 2007.

Academic Staff

The suggestion to create a Deputy Head of Department post was considered. In view of the size of the combined department, this not an effective use of current resources. However, this will be reviewed if the new department expands further.

A number of amendments have been made to the role profile for the Senior Lecturer in Criminal Sciences role profile in light of the feedback received. These are highlighted in yellow in the Job Description in Appendix 2.

Administrative staff

The Business Systems Manager post will include responsibility for health and safety and IT resources. However, on re-evaluation of the amended Job Description, the grade is unchanged at grade 6.

The current Lead Team Assistant post in Criminology has also been matched against the Business Systems Manager role and the ring fenced pool expanded from two to three.
Technical Support Staff

In view of the feedback received, a request an additional Laboratory Support Technician Grade 4 post will be created next year if the anticipated 15% increase in student numbers is achieved.

Please see appendix 1 for the final new Organisational Charts. The finalised new Job Descriptions and Person Specifications are outlined in Appendix 2.

5  College Approval and Authorisation

PSG approved the above proposals on 8th June 2007. It is anticipated that the Chairman of Council will approved the decisions outlined above on 14th June 2007.

In accordance with the HR Code of Practice on Managing Redundancy, the College will appoint a Redundancy Committee. The role of the Redundancy Committee is to ensure that the process for change is consistent, fair and as transparent as possible.

6  Process for Change

6.1  Minimising Redundancies

The College is committed to making every effort to minimise the number of compulsory redundancies and will seek to do so by:

- introducing a recruitment freeze on all Grade 4 administrative posts effective immediately
- considering requests for early retirement
- redeployment (please see 6.6)

In addition, 2 applications for Voluntary Redundancy were approved.

6.2  Method of Selection

Staff will be matched against posts in the new structure by comparing their current Job Description and the Job Descriptions for the new structure. Where there is a significant match, the individual in question will transfer across into the new structure. However, in the event that there is more than one individual matched against a particular post, a ring-fence pool will be created. Staff in the ring-fence pool will be invited to apply for the role(s) they have been ring fenced to and will be asked to state their preference.

Interviews will be held in order to assess the employee against the criteria outlined in the Person Specification for the post(s) applied for. Wherever possible, individuals will be appointed to their first choice of post.
N.B. Individuals may also apply for posts in the new structure that they have not been ring-fenced against, but will only be considered if no appointment is made from the ring-fenced pool.

6.3 Timescales
- Deadline for applications: Noon Wednesday 27th June 2007
- Selection Interviews between 2nd July 2007 and 10th July 2007
- Feedback on interview performance to each individual by 12th July 2007
- Meetings with Redundancy Committee for staff not selected into new structure between 16th July 2007 and 20th July 2007
- Notice of Redundancy issued by 25th July 2007
- Appeals lodged 5pm Wednesday 8th August 2007
- Appeal Hearing held between 20th August 2007 and 24th August 2007
- Outcome of appeal confirmed by 31st August 2007
- Redundancies to take effect 30th November 2007
- New structure to take effect by 1st September 2007

6.4 Redeployment

Any member of staff who is identified as being at risk of redundancy as a result of these changes will be actively considered for redeployment.

6.5 Protection of Terms & Conditions

The College policy for salary protection can be found in the HR Key Concepts document for Managing Redundancy which can be found on the HR website at: http://www.hr.qmul.ac.uk/policiesandprocedures/reorganisation/redundancy/

6.6 Trial Period in New Post

Any employee transferring to a new post either within the new structure or elsewhere in the College will be entitled to a trial period of at least 4 weeks. In situations where there are significant differences between the employee’s previous role and the new role, the trial period may be extended further to a maximum of 12 weeks. Rights to redundancy pay are preserved during the trial period.

7 Assistance in securing alternative employment

All employees who are placed at risk of redundancy as a result of these changes are entitled to reasonable time off to look for alternative work. Guidance on job search, completing application forms and interview preparation can be obtained from the Human Resources Department.
Support and careers coaching sessions may also be arranged with a consultant from the University of London Career Service.

7.1 Employee Assistance & Support

Further support and advice can be obtained from the Employee Assistance Programme. This confidential service is available to all staff and their families and close friends 24 hours a day by calling the free-phone number 0800 243458.

HR can also arrange for individuals to meet with a representative from Austin-Chapel for independent financial advice.

7.2 Other Sources of Information

The College HR Codes of Practice on Managing Redundancy and Agreed Exit Schemes and the associated Key Concepts provide further information on College change processes and employee entitlements.
REDUNDANCY COMMITTEE
[Date]

[DEPARTMENT/ INSTITUTE/ CENTRE ]

[NATURE OF CHANGE ]: REPORT TO REDUNDANCY COMMITTEE

Summary

This paper sets out the outcome of the consultation with staff and trade unions regarding the proposal(s) to [change] and the process to effect the change.

Background

[Brief summary of rationale for change and the main substance of the change. e.g. Due to falling student numbers, the Department of Psychology is no longer financially viable. However, there is still a requirement for courses in psychology as part of other degree courses. The Department of Psychology will be merged therefore, with the Department of Management Studies.]

Recommendation Actions

1. Approve the overall process outlined in the paper in accordance with the HR Code of Practice

2. Ensure that the entire process is consistent, fair and as transparent as possible.

[Author]

[Date]
Model Letters and Documents: Managing Redundancy

1 Introduction

[Briefly summarise the rationale or drivers for change.]

2 Existing Structure

[Describe the existing structure. Include structure chart if appropriate.]

3 Proposed Change(s)

[Set out the change. Include new structure chart of appropriate.]

4 Consultation with Staff and Trade Union Representatives

All affected staff and representatives from [list relevant Trade Unions] were extensively consulted. Informal discussions regarding the proposals took place between [date] and [date]. The outcomes of these discussions were incorporated into a formal consultation paper which was issued to all the affected staff and the trade union representatives on [date]. Formal consultation took place between [date] and [date]. Wherever possible, the final proposal(s) outlined in sections 2.0 and 3.0 incorporate the suggestions and feedback received as a result of the consultation.

5 Process for change

5.1 Method of Selection

Staff will be matched against posts in the new structure by comparing their current Job Description and the Job Descriptions for the new structure. Where there is a significant match, the employee in question will transfer across into the new structure. However, in the event that there is more than one employee matched against a particular post, a ring-fence pool will be created. Employees in the ring-fence pool will be invited to apply for the role(s) they have been ring-fenced to and will be asked to state their preference.

Interviews will be held in order to assess the employee against the criteria outlined in the Person Specification for the post applied for. Wherever possible, individuals will be appointed to their first choice of post.

N.B. Individuals may also apply for posts in the new structure that they have not been ring-fenced against, but will only be considered if no appointment is made from the ring fenced pool.

OR

The [Department, Institute or Centre] will close on [date]

June 2008
Model Letters and Documents: Managing Redundancy

5.2 Timescales
- Deadline for applications (if appropriate): [date]
- Selection assessments (if appropriate) between: [date] and [date]
- Feedback on assessments (if appropriate) to employees by [date]
- Meetings with redundancy committee for employees not selected into new structure between [date] and [date] n.b. these should be within 5 working days of receiving feedback
- Notice of redundancy issued by [date]
- Appeals lodged by [date] n.b. this should be within 10 working days of receipt of notice
- Appeal hearing held between [date] and [date] n.b. this should be within 20 days of receipt of appeal lodge
- Outcome of appeal confirmed by [date] n.b this should be within 5 working days of the appeal meeting
- Redundancies to take effect by [date] n.b. the level of notice will be the more generous of either the contractual notice period for the employee or their statutory notice entitlement
- New structure to take effect by [date]

5.3 Minimising the number and impact of redundancies

All staff were issued with information about the Employee Assistance Programme. In addition:
- A recruitment freeze on all [type of posts relevant to those affected] posts was put in place on [date].
- [If appropriate: X applications for [Voluntary Redundancy/ Voluntary Severance/ Early Retirement] were approved.]
- Any staff identified as being at risk of redundancy as a result of this change will be placed on the College’s Job Change Register.
- All staff placed at risk of redundancy as a result of these changes are entitled to reasonable time off to look for alternative work. Guidance on job search, completing application forms and interview preparation will be available from the Human Resources Department. In addition, support and careers coaching sessions with a consultant from the University of London Career Service will be offered.

Any employee transferring to a new post either within the new structure of elsewhere in the College will be entitled to a trial period of at least 4 weeks. In situations where there are significant differences between the employee’s previous role and the new role, the trial period may be extended further to a maximum of 12 weeks. Rights to redundancy pay are preserved during the trial period.

6 Role of the Redundancy Committee

Any dismissal on the grounds of redundancy must be carried out in accordance with the HR Code of Practice on Managing Redundancy to ensure that they are compliant with legal requirements. The role of the Redundancy Committee is set out in page 1:2 of the attached Code of Practice and is to:
- Agree criteria and processes for selecting staff for redundancy which are fair and objective
Ensure that the selection for redundancy is fair, transparent and consistent.

Inform all staff selected for redundancy in writing including the reason for this e.g. the outcome of their assessment against the criteria.

Arrange for representative(s) of the Committee to meet with each individual selected for redundancy to discuss the decision to select them and offer the right of appeal.

7  **Recommended Actions**

The Redundancy Committee is asked to:

- Approve the overall process as outlined above in accordance with the HR Code of Practice
- Ensure that the entire process is consistent, fair and as transparent as possible.
Dear [name of employee]

RE: Notice of Redundancy

I refer to [Name – Redundancy Committee Chair]’s letter dated [date] and your subsequent meeting on [date] with representatives of the Committee.

Either

Unfortunately you have not been successful in obtaining a post in [Department, Institute or Centre] and so I have no option but to issue you with notice of redundancy.

Or

Unfortunately, the [Department, Institute or Centre] will close on [date] and so I have no option but to issue you with notice of redundancy.

Either

You are entitled to [number of weeks] notice bringing your effective date of redundancy to [date]. In the interim, every effort will be made to find a suitable alternative position for you within the College.

Or
You are entitled to [number of weeks] notice bringing your effective date of redundancy to [date]. I confirm that with effect from [date], your notice will be taken as garden leave. During this period, you will continue to enjoy all your usual contractual benefits, and every effort will be made to find a suitable alternative position for you within the College. As discussed, you have been placed on the College Job Change Register.

Or

You are entitled to [number of weeks] notice. However, as payment in lieu of notice has been agreed, your redundancy will take effect on [day after date of letter].

If appropriate:

In addition you will be paid for [number of days] accrued annual leave.

Or

As you have taken [number of days] in excess of your annual leave entitlement, payment for these will be adjusted in your final pay.

You have the right to appeal against this decision. Please confirm whether or not you wish to appeal by writing to Susanne Byrne, Director of Human Resources within 10 working days from the date of this letter. If you wish to exercise this right, you should outline the basis of your appeal.

Either

As you have completed more than two years service with the College, you are entitled to receive a redundancy payment. Your redundancy payment has been calculated to [£ amount]. I attach a copy of the calculation for your information. A cheque for the payment will be sent to you on [date].

Or

Unfortunately, as you have less then two years service with the College, you are not entitled to receive a redundancy payment.

Please ensure that you have returned your door security card and any outstanding equipment to your line manager by [Date].

If you have any queries regarding this letter then please don’t hesitate to call me on [telephone number].

I would like to take this opportunity to thank you for your services over the past [number of years] years and to wish you all the best in the future.
Yours sincerely

Name
Job Title
<table>
<thead>
<tr>
<th>Employee Number</th>
<th>Title</th>
<th>First Names</th>
<th>Second Name</th>
<th>Job Title</th>
<th>Special Circumstances</th>
<th>Address</th>
<th>Union Grade</th>
<th>Contract Hours</th>
<th>Annual Salary as at Effective Date of Redundancy</th>
<th>Statutory Notice (weeks)</th>
<th>Notice in Contract (Months)</th>
<th>Date of Birth</th>
<th>Age at Effective Date of Redundancy</th>
<th>Date of Continuous Service</th>
<th>Statutory Minimum Pay (weekly)</th>
<th>Actual weekly Pay</th>
<th>Service in completed years (up to effective date of Redundancy)</th>
<th>Statutory Entitlement (weeks)</th>
<th>Statutory Redundancy Pay</th>
<th>Maximum Severance Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>109067</td>
<td>Mrs Ada</td>
<td>Example Administrator</td>
<td>On maternity leave</td>
<td>1 High Street, Whitechapel, London, E1 1NS</td>
<td>Unite Prof</td>
<td>3</td>
<td>19/35</td>
<td>£10,000.00</td>
<td>£280.00</td>
<td>£0.00</td>
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</table>

Redundancy Staff Information Matrix-1 25/11/2008
<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Prepare</td>
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</tbody>
</table>

- Establish an up to date record of affected post holders and jobs.
- Ensure the support of your sectoral VP or PSG member.
- Alert HR of the impending change & involve in planning.
- Assess the risk of any redundancies arising from the changes.
- Consider if changes in hours or working patterns could effectively dismiss staff.
- Informal discussions with staff about rationale for change and possible options.
- Involve relevant trades unions.
- Draft formal consultation paper and job descriptions.
- Submit papers for Principal's Steering Group approval.
- Compare existing roles against new roles to determine job matching and/or ring-fencing.
- Agree dates for HR surgeries.
- Formal consultation with affected staff and relevant Trade Union. N.B. At least 4 weeks is recommended.
- Conduct individual HR Surgery with each affected member of staff.
- Revise proposals and amend Job Descriptions if appropriate as a result of feedback.
- Submit roles for Job Evaluation to determine grade and salary for new roles.
- Formal matching of staff against new roles.
- Advise staff of outcome of consultation. Confirm job matching or ring fencing.
- Invitations to apply for ring-fenced staff. Allow at least 5 days to complete and submit applications.
- Interviews for staff ring fenced to new roles.
- Feedback outcome of interviews & confirmation of new role.
- Inform HR of any change of details.

New structure  sees effect.

Reorganisations vary in character and circumstance. It is not possible to capture a template for all possible situations and so the advice above should be treated as a guide. Reorganization Planning Tool for use in organisational change with no expected redundancies.
### Reorganisation Planning Tool

for use in organisational change where redundancies are expected

The schedule below identifies best management practice with estimated timelines designed to minimise the risk of conflict and concern. It is designed for use in situations where it is anticipated that one or more affected staff will not have an offer of suitable alternative employment.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider amended operational model to ensure that it is fully costed</td>
<td></td>
</tr>
<tr>
<td>Secure funding for any redundancy payments</td>
<td></td>
</tr>
<tr>
<td>Establish an up to date record of affected post holders and jobs</td>
<td></td>
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<tr>
<td>Ensure the support of your sectoral VP or PSG member</td>
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<tr>
<td>Alert HR of impending change &amp; involve them in planning</td>
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<tr>
<td>Assess the risk of any redundancies arising from the changes</td>
<td></td>
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<tr>
<td>Consider if changes in hours or working patterns could effectively dismiss staff</td>
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<tr>
<td>Request that HR secures nominations for redundancy committee and schedule meetings</td>
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<tr>
<td>Informal discussions with staff about rationales for change and possible options</td>
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<tr>
<td>Involve relevant trades unions</td>
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</tr>
<tr>
<td>Draft formal consultation paper and paper for committee, job descriptions. Consider whether to offer voluntary redundancy or early retirement.</td>
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<tr>
<td>Submit papers for Principal's Steering Group approval</td>
<td></td>
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<tr>
<td>Human Resources set up a Redundancy Committee</td>
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<tr>
<td>Council or Staff Policy Committee Approval</td>
<td></td>
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<tr>
<td>Compare existing roles against new roles to determine job matching and/or ring-fencing.</td>
<td></td>
</tr>
<tr>
<td>Submit details of selection criteria to be used to Redundancy Committee for approval</td>
<td></td>
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<tr>
<td>Agree dates for HR surgeries</td>
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<tr>
<td>Presentation to staff.</td>
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<tr>
<td>Formal consultation with affected staff and relevant Trade Union. N.B. If 20 or more posts are to be made redundant within a 90 day period, a minimum of 30 days formal consultation is required in law. This is extended to 90 days if 100 or more posts are involved.</td>
<td></td>
</tr>
<tr>
<td>Conduct individual HR Surgery with each affected member of staff</td>
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<tr>
<td>Revise proposals and amend Job Descriptions and Person Specifications if appropriate as a result of feedback.</td>
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<tr>
<td>Submit roles for Job Evaluation to determine grade and salary for new roles</td>
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<tr>
<td>Formal matching of staff against new roles</td>
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<tr>
<td>Submit results of matching exercise to Redundancy Committee for approval</td>
<td></td>
</tr>
<tr>
<td>Agree dates for HR surgeries</td>
<td></td>
</tr>
<tr>
<td>Advise staff of outcome of consultation. Confirm job matching or ring-fencing. If appropriate, confirm approval for voluntary redundancy or early retirement.</td>
<td></td>
</tr>
<tr>
<td>Invitations to apply for ring-fenced staff. Allow at least 5 days to complete and submit applications.</td>
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<tr>
<td>Interviews for staff ring fenced to new roles</td>
<td></td>
</tr>
<tr>
<td>Feedback outcome of interviews &amp; confirmation of new role</td>
<td></td>
</tr>
<tr>
<td>Redundancy Committee to meet with each employee who is redundant and issue formal notice of redundancy.</td>
<td></td>
</tr>
<tr>
<td>Support any redundant staff in finding redeployment opportunities</td>
<td></td>
</tr>
<tr>
<td>Redundancy Committee to hear any appeals</td>
<td></td>
</tr>
<tr>
<td>Inform HR of all changes resulting from above process i.e. appointment to new roles, redundancies or retirements.</td>
<td></td>
</tr>
<tr>
<td>Notice take effect</td>
<td></td>
</tr>
<tr>
<td>New Structure takes effect</td>
<td></td>
</tr>
<tr>
<td>Fulfil requirement to report redundancies to Council</td>
<td></td>
</tr>
</tbody>
</table>

Reorganisations vary in character and circumstance. It is not possible to create a template fit for all purposes. Managers are strongly advised to check that there has been no change in the relevant employment framework since publication of this tool. This document is not part of College policy or the employee's contract.