# Model Letters
## Implementing the Code of Practice on Fixed-term Contracts

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Model Letter FTC1

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<td>The manager undertaking the review</td>
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<tr>
<td>When:</td>
<td>Normally within 21 days of the date the claim is lodged</td>
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</table>

Dear [employee name]

Claim for a permanent contract

I have reviewed your claim for a permanent contract of employment in accordance with Section 1 of the HR Code of Practice on Reviewing Fixed-term Contracts [and have taken advice from the HR Department].

Options:
I am pleased to tell you that my decision is that you qualify as a permanent employee. I have taken steps to find funding for your post and get approval for it to be made permanent. These administrative matters are now complete and I have instructed the HR Department to write to you with a new contract of employment. They will contact you shortly.

Or:
I have decided that you do not qualify as a permanent employee. This is because:
[Give the reason(s) in full but limit them to the issues you are required to consider in law.]

[Do say, for example:
“This is because, in law, to qualify as a permanent employee you must have at least 4 years’ continuous service and I consider that your continuous service was broken two years’ ago and you therefore have insufficient continuous service". (Then explain the facts and dates that underlie your decision); or
“This is because, in law, to qualify as a permanent employee you must be employed on successive fixed-term contracts and this is your first contract with the College” (Then explain the facts that underlie your decision); or
“This is because, in law, to qualify as a permanent employee you must be employed on a fixed-term contract which cannot be objectively justified, and I take the view that your fixed-term contract is justified because (give the reason). (Then explain the facts that underlie the reason).”]

[Do not say, for example:
“This is because there are insufficient funds to make your post permanent”, or
“This is because I have not been able to get approval for a permanent post”.]
You will note that under section 1 of the Code of Practice, there is no right of appeal against my decision.

Yours sincerely,

Head of Department (or nominee)

Copy to
Personal file, employee’s manager, employee’s representative (if known).
Model Letters - Implementing the Code of Practice on Fixed-term Contracts

Model Letter FTC2

<table>
<thead>
<tr>
<th>Topic</th>
<th>Extension letter in response to an employee’s claim for permanence [in exceptional circumstances]</th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
<td>The manager undertaking the review</td>
</tr>
<tr>
<td>To:</td>
<td>The employee who has claimed permanence</td>
</tr>
<tr>
<td>When:</td>
<td>Normally within 21 days of the date the claim is lodged</td>
</tr>
</tbody>
</table>

Dear (employee name)

Claim for a permanent contract

I have received your claim for a permanent contract of employment. I intend to deal with it as soon as possible in accordance with Section 1 of the HR Code of Practice on Reviewing Fixed-term Contracts.

However, I am unlikely to be able to respond to you within 21 days.

The reasons for this are:

[Give all the reasons for the delay
For example, I am attending a conference and will not be back at work until (date). I then need to consult the HR department to confirm your employment details and whether you qualify in law for a permanent contract. I need to take advice on your continuous service and the objective justification for the fixed-term in your contract. At the same time under the College’s financial and administrative procedures, the decision to fund and appoint to a permanent post is not a decision that I can make in isolation. I will therefore need to consult other people with a role in the decision (say who they are, including finance, grants, external funding bodies, and so on). I cannot, in practical terms do this before (give a date and say why you cannot do so earlier).]

However, I expect to have all the information that I require to make an informed decision by (give the earliest possible date for this). I will write to you at that time to give you my decision and set out the reasons for it. (Make sure you do so, or write again).

Yours sincerely,

Head of Department (or nominee)

Copy to
Personal file, employee’s manager, employee’s representative (if known).
**Model Letter FT3**

<table>
<thead>
<tr>
<th>Topic:</th>
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<td>HR Assistant/HR Contact Officer</td>
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<td>To:</td>
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</tr>
<tr>
<td>When:</td>
<td>At least 4 months before the contracts are due to end</td>
</tr>
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Dear (Manager’s name and title)

End of fixed-term contract - 4 month reminder

We are enclosing a “Request to end or extend an appointment form” for each employee in your department, institute or centre whose fixed-term contract is due to expire in the near future. The form and this memo both explain the action which your department, institute or centre needs to take. We will be writing separately to the affected staff to explain their position and how they can expect to be treated.

For all staff with service of one year or more, you will need to arrange for the employee’s contract to be reviewed using section 2 of the College’s Code of Practice on Reviewing Fixed-term Contracts. The Code of Practice is available from HR or on the HR website: [http://www.hr.qmul.ac.uk/policiesandprocedures/exitandretirement/fixedterm](http://www.hr.qmul.ac.uk/policiesandprocedures/exitandretirement/fixedterm)

The Code requires the manager dealing with the matter to review the employment, meet the employee, discuss the proposal and offer a right of appeal if the decision has the effect of ending the contract. Before making a decision to dismiss the manager must also consider whether there is another suitable post to which the employee can be redeployed. The HR Department has prepared model letters to assist line managers with the process. These, too, are available on the HR web-site.

Once the above processes are complete, you can use the “extend/end” form to instruct HR about the outcome. Please let me know that you have received the form and, if you are not dealing with the matter, who has been delegated to do so.

It is important that these matters are dealt with in good time, since, if no satisfactory instruction is received, HR will act to protect the College’s financial interests by confirming the employee’s dismissal and removing them from the payroll.

Moreover, we are unable to act on any instruction which does not fulfil the College’s standards. Funding for any extension must be confirmed and the form certified by the appropriate signatories.

If you require any further help or advice on this matter, I will be pleased to assist.
Yours sincerely

HR Assistant/ HR Contact Officer
HoD (if applicable)
Copies as appropriate
Model Letter FTC4

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<tr>
<th>Topic:</th>
<th>End/review of fixed-term contract</th>
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<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
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<tr>
<td>To:</td>
<td>Each FTC employee with less than 1 year’s service</td>
</tr>
<tr>
<td>When:</td>
<td>At least 3 months before the contracts are due to end</td>
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</table>

Dear [employee name],

End and review of fixed-term contract

As set out in your contract of employment, your fixed-term appointment as [post] in the [dept] is due to end on [date]. As this date approaches, may I take this opportunity to thank you for your service to the College.

The College will, as a matter of course, review your employment to consider whether it is possible to renew or extend your contract; or, alternatively if it can offer you a permanent post. However, there is no guarantee of further employment.

Your department or institute will allocate an appropriate person to carry out the review and keep you informed. In the meantime, you have the right to apply for any vacancy in the College, including any permanent posts.

The College’s vacancies are advertised on the College’s HR website at the following web address: http://webapps.qmul.ac.uk/hr/vacancies/. The enclosed leaflet shows how you can register to receive information about any advertised vacancies which meet your requirements.

Please keep the HR department informed of changes to the address shown above.

If you do not wish to continue your employment with QMUL - you may, for example, have found work with another employer - it would be helpful if you would keep your manager informed of your intentions, preferably in writing.

May I offer my best wishes for the future.

Yours sincerely,
HR Assistant/HR Contact Officer
Copy to: Head of Department/Centre, GM/IM, file
Model Letter FTC5

<table>
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<th>Topic:</th>
<th>End/review of fixed-term contract</th>
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<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
</tr>
<tr>
<td>To:</td>
<td>Each FTC employee with at least 1 year’s service</td>
</tr>
<tr>
<td>When:</td>
<td>At least 3 months before the contracts are due to end</td>
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Dear [employee name],

End and review of fixed-term contract

As set out in your contract of employment, your fixed-term appointment as [post] in the [dept] is due to end on [date]. As this date approaches, may I take this opportunity to thank you for your service to the College.

By the end date in your contract, you will have continuous service of one year or more. The College will therefore review your employment in accordance with its “Fixed-term Contract” Code of Practice. The review will consider whether it is possible for the College to renew or extend your contract; or, alternatively if it can offer you a permanent post. However, there is no guarantee of further employment.

Further information for staff about the process is attached. The Code of Practice itself is available from HR or on the HR website at the following web address: http://www.hr.qmul.ac.uk/policiesandprocedures/exitandretirement/fixedterm/

A Guide for Employees is also available on the web-site.

Your department or institute will allocate an appropriate person to carry out the review. You will see that you have the right to:
- be told the reason for any decision made about your continued employment;
- appeal against a decision not to renew or extend your contract; or not to make it permanent;
- apply for any vacancy in the College, including any permanent posts.

The College’s vacancies are advertised on the College’s HR website at the following web address: http://webapps.qmul.ac.uk/hr/vacancies/

Please keep the HR department informed of changes to the address shown above.

If you do not wish to continue your employment with QMUL - you may, for example, have found work with another employer - it would be helpful if you would keep your manager informed of your intentions, preferably in writing.
May I offer my best wishes for the future.

Yours sincerely,
HR Assistant/HR Contact Officer,
Copy to Head of Department/Centre, GM/IM, file
Model Letter FTC6

<table>
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<th>Topic:</th>
<th>Notice of Assessment Meeting</th>
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<td>From:</td>
<td>The manager undertaking the review</td>
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<td>To:</td>
<td>Employees with at least 1 year’s service whose contract is being reviewed</td>
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<td>When:</td>
<td>Normally at least 5 working days before the hearing; and normally during the third month before the contract is due to end</td>
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Private and Confidential

Dear [employee’s name],

Meeting to review your fixed-term contract

As set out in your contract of employment, your fixed-term appointment as [post] in the [dept] is due to end on [date]. I have therefore been investigating the prospects for the College to renew or extend your contract, or to make it permanent.

I have formed a preliminary view on this matter and would like to discuss it with you in person. I will be assisted at the meeting by [another appropriate person, maybe from the HR department, or if Finance is an issue, the Finance Department]

Summary of proposed action with reasons:
After careful consideration [and any other actions taken, financial advice sought, etc.], my preliminary view is that [tell the employee what you are proposing to do].

The reasons for this are as follows. [Say what they are. The Code of Practice on reviewing fixed-term contracts sets out the acceptable reasons for a decision not to renew a fixed-term contract. If your decision is to offer a further fixed-term contract, Appendix 2 of the Code of Practice lists the appropriate reasons for which the College uses fixed-term contracts. Make sure that the reason(s) you give falls into one or more of these categories and can be objectively justified. Explain the objective justification to the employee at the meeting].

Purpose of the meeting
The purpose of the meeting is to allow me to discuss the proposals with you and decide what action is appropriate after listening to any matters you wish to raise.

You will have the opportunity to:
1. hear the reason for the proposals
2. put your side of matters and raise any concerns
3. ask relevant questions
4. be represented: you can bring any other person with you to the meeting
Date and location of meeting:
[Say where and when, normally after consulting the employee, thus:]

I have consulted you about an appropriate time for the meeting and have therefore arranged it for (time and date) at (address).
Documents, establishing matters of fact
I wish to refer to the attached documents at the meeting:
[List them and attach them if there are any, otherwise strike out]

If you wish to refer to any other documents, or if you wish to bring another person to give evidence for you on a matter of fact, please submit the document or give the identity of the person to me at least 2 working days before the meeting is due to take place.

Your responsibilities
If you wish to take advice and to be represented at the hearing, it is your responsibility to arrange this. If you are having any difficulty in attending the meeting, please let me know in good time and continue to keep me informed.

Yours sincerely,

Senior manager (with authority to hear the case).

Copy to
Personal file, employee’s manager, employee’s representative (if known).
Dear [employee name],

Review of fixed-term contract

As set out in your contract of employment, your fixed-term appointment as [post] in the [dept] is due to end on [date]. I therefore carried out a review of your fixed-term contract, and we met to discuss my findings on [date] at [time] in [location]. You were represented by [name]. I explained my view that it will not be possible to renew or extend your contract; nor to make it permanent. In response, you stated that: [say what]

After careful consideration of these matters, my decision is that there are objectively justified reasons why I cannot offer you a new contract.

The reason[s] for this decision [is]/[are] that:
[Summarise them. Ensure that the reason(s) you specify are taken from the list of acceptable reasons for non-renewal given in the Code of Practice. Explain how your decision takes into account the employee’s view. If the employee has 4 years or more continuous service explain why you have decided that they are not entitled to a permanent contract.]

You have a right of appeal against this decision. Any such appeal must be lodged with the Director of HR, within 10 working days of the date you receive this decision letter. An appeal form for you to use is the HR web-site. If you do not have access to the web-site please contact HR and they will send you a form.

I have also carefully considered whether any of the vacancies in the department are suitable for you. Unfortunately, I cannot offer to redeploy you because: [say why. If there are no suitable vacancies say so. If there are vacancies that the employee might consider suitable, explain the objective justification for not offering the job to them. For more information see Redeployment Key Concepts on the HR web-site]

In the meantime, the College will seek to redeploy you to another job if suitable alternative work becomes available. The College’s vacancies are advertised on its HR website: [HR web-site URL]. The enclosed leaflet shows how you can register to receive information about any advertised vacancies.
which meet your requirements. You have the right to apply for any vacancy in the College, including any permanent posts. Again, if you do not have access to the web-site, please contact the HR office and they will keep you informed of any vacancies.

May I offer my best wishes for the future, and take this opportunity to thank you for your service to the College. I will inform the HR Department of my decision and they will contact you in due course. In the meantime, I will, of course, consider sympathetically any requests you may make for reasonable time off to search for alternative work or to arrange training.

Yours sincerely,

Manager carrying out the review
Copy to: Head of Department/Centre, GM/IM, HR Assistant/HR Contact Officer and file
Dear [employee name],

Review of fixed-term contract

As set out in your contract of employment, your fixed-term appointment as [post] in the [dept] is due to end on [date]. I therefore carried out a review of your fixed-term contract, and we met to discuss my findings on [date] at [time] in [location]. You were represented by [name].

After careful consideration of these matters, my decision is that it is appropriate to offer you a [renewed or extended or permanent] contract.

The reason(s) for this decision is/are that: [summarise them, and include a comment on funding, and if need be, the length of extension or renewal. If the new contract is for a fixed-term, give the objective justification for fixed-term in the contract (you will find these in Appendix 2 of the Code of Practice on Reviewing Fixed-term Contracts). Make sure that the reason(s) are taken from one or more of the categories given, is robust, and can be objectively justified. Record the explanation for the objective justification that you gave the employee at the meeting ]

[If the new contract is not permanent:
If you believe that you are entitled to a permanent contract or that the fixed-term in your new contract cannot be objectively justified, you have a right of appeal. Any such appeal must be lodged with the Director of HR, within 10 working days of the date you receive this decision letter. An appeal form for you to use is the HR web-site. If you do not have access to the web-site please contact HR and they will send you a form.]

I will contact the HR department and ask them to send you an appropriate offer letter, and make any needed changes to your contract of employment.

Thank you for your work thus far. And may I offer my best wishes for the future.

Yours sincerely,
Manager carrying out the review

Copy to   Head of Department/Centre
          GM/IM
          HR Assistant/HR Contact Officer and file
Model Letter FTC9

<table>
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<tr>
<th>Topic:</th>
<th>Four week reminder about the “extend/end” form</th>
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<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
</tr>
<tr>
<td>To:</td>
<td>The employee’s manager</td>
</tr>
<tr>
<td>When:</td>
<td>Four weeks after letter 1 to the manager is sent</td>
</tr>
</tbody>
</table>

Dear (Manager’s name and title)

Four week reminder about the “extend/end” form for [employee’s name]

The above named employee is currently on a fixed-term contract which is due to expire on [date]. We therefore sent you a “Request to end or extend an appointment form” some four weeks ago.

I have yet to receive any instructions from you about what course of action you wish us to take. I would be grateful if you would either:

1. return the form with your instructions about whether to end or extend the contract for this employee, or
2. let me know where you are in the process.

If you have already despatched the form, thank you. Again, it would be very helpful if you would let me know if this is so, in case the form has gone astray.

For staff with 1 year’s service (or more) you will need to arrange for the employee’s contract to be reviewed using the College’s Code of Practice on Reviewing Fixed-term Contracts (unless you have already done so). The Code of Practice is available from HR or on the HR website: http://www.hr.qmul.ac.uk/policiesandprocedures/exitandretirement/fixedterm/.

The HR Department has also prepared model letters to assist managers with the process.

Please bear in mind that:

1. the ending of a fixed-term contract without renewal counts as a dismissal in law
2. staff with 1 year’s service or more have the right to claim unfair dismissal in an Employment Tribunal, and if successful, may be awarded compensation
3. any dismissal that is made without following the process set out in the College’s Code of Practice on “Reviewing Fixed-term Contracts” is likely to be found unfair by a Tribunal
4. the financial liability for any successful claim of unfair dismissal is borne by the Department/Institute.

Once the above processes are complete, you can use the “extend/end” form to instruct HR about the outcome. If you have not yet completed the form, you might find it useful to know the imperatives that we are working to in the HR Department.
First, we are unable to act on any instruction which does not fulfil the College’s standards. Funding for any extension must be confirmed and the form certified by the appropriate signatories. If the form is not completed satisfactorily, we will return it and explain why.

Secondly, if no satisfactory instruction is received, HR will act to protect the College’s interests by confirming the employee’s dismissal and removing them from the payroll.

What will happen is this:
1. On payroll cut-off date (normally, about the 10th of each month), we will arrange for the employee to be:
   - paid (at the end of the month) any monies due, including any redundancy payment, and
   - removed from the next month’s payroll.
2. Three weeks before the contract is due to end, the HR Department will issue a termination letter and follow the normal “leaver” procedure.

If we receive a satisfactory instruction to extend the contract after the payroll cut-off, HR will, if need be, arrange for the employee to be paid by cheque for that month’s salary and for any redundancy payment to be reclaimed from the employee’s salary. Any termination letter would then be withdrawn.

Please note that HR has no further reminders about this matter scheduled. If you need to diarise any reminders or actions, you should arrange to do this yourself. If you require any further help or advice on this matter, the HR Department will be pleased to help.

Yours sincerely

HR Assistant/HR Contact Officer
Copy to: HoD (if applicable)
Model Letter FTC10

<table>
<thead>
<tr>
<th>Topic:</th>
<th>Reminder of expiry of fixed-term contract – redundancy pay due</th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
</tr>
<tr>
<td>To:</td>
<td>Reminder of expiry of fixed-term contract - for staff entitled to redundancy pay</td>
</tr>
<tr>
<td>When:</td>
<td>At least 3 weeks before the contract is due to end</td>
</tr>
</tbody>
</table>

Dear [Employee’s name]

Reminder of expiry of fixed-term contract

I wrote to you earlier to remind you that your fixed-term contract as [job title] in the [name of department, institute or centre] would soon end. I explained that your contract would be reviewed [using the College’s Code of Practice on Reviewing Fixed-term Contracts (for support staff only)].

I have yet to receive any instruction from your manager to extend your contract, which will therefore end on [date]. If I receive such an instruction from your manager I will write to you again.

By copy of this letter I am requesting your Head of Department/Grant-holder to confirm that they:
- have told you in writing that you have a right of appeal against the proposal not to renew or extend your contract; and
- will continue to consider you for any vacancies which they may be aware of in the department, and to speak to you about future employment prospects.

In the meantime, the end of your contract will count as a redundancy, in law, so you are entitled to a statutory redundancy payment of £ [the amount]

This has been calculated in accordance with the ready-reckoner shown on the Department of Business Enterprise and Regulatory Reform web-site, which you will find at the following web-address:

The calculation is based on:
- your age, [say what] and
- the period of your continuous service with the College [say what]
- the maximum amount of a week’s pay for calculating redundancy which is set at [say what].

The College is willing to redeploy you to other suitable work within the College - if such work can be found. The College’s vacancy list is available from HR or on the
HR web-site: http://webapps.qmul.ac.uk/hr/vacancies/. Alternatively, the enclosed leaflet shows how you can register to receive information about any advertised vacancy which meets your requirements.

If you do not have access to the web-site, please let me know and I will arrange for the vacancy list to be sent to you.

You may of course apply for any job for which you feel qualified, and your HR Assistant/HR Contact Officer would be pleased to meet with you to discuss any positions that are of interest to you.

If you are a member of the Pension Scheme please arrange to speak to the Pensions and Payroll Officer (extension 7706) about the options you have. Your P45 form will be sent to you as soon as possible. Any future correspondence will be sent to the above address - unless you indicate that it should be sent elsewhere.

If a pay claim is settled after your leaving date, you may request payment of any backdated amount to which you may be entitled. A claim form is available from the Human Resources Department.

I should like to thank you for your service to the College, and offer my best wishes for the future.

Yours sincerely,

HR Assistant/HR Contact Officer
Copy to: Head of Department
Model Letter FTC11

Topic: Reminder of expiry of FTC – no redundancy pay due
From: HR Assistant/HR Contact Officer
To: Employees not entitled to redundancy - either as they have less than 2 years' service or because the reason for the dismissal is not redundancy
When: At least 3 weeks before the contracts are due to end

Dear [Employee’s name]

Reminder of expiry of fixed-term contract

I wrote to you earlier to remind you that your fixed-term contract as [job title] in the Department of [department name] would soon end. I have yet to receive any instruction from your manager to extend your contract, which will therefore end on [date]. I should like to thank you for your service to the College, and offer my best wishes for the future.

By copy of this letter I am requesting your Head of Department and Grant-holder to confirm that they:
- have told you in writing that you have a right of appeal against the proposal not to renew or extend your contract; and
- will continue to consider you for any vacancies which they may be aware of in the department, and to speak to you about future employment prospects.

In the meantime, the College is willing to redeploy you to other suitable work within the College - if such work can be found. The College’s vacancy list is available from HR on the HR web-site: http://webapps.qmul.ac.uk/hr/vacancies/. Alternatively, the enclosed leaflet shows how you can register to receive information about any advertised vacancy which meets your requirements.

You may of course apply for any job for which you feel qualified, and your HR Contact Officer would be pleased to meet with you to discuss any positions that are of interest to you.

If you are a member of the Pension Scheme please arrange to speak to someone in the Pensions Section (extension 7706) about the options you have. Your P45 form will be sent to you as soon as possible. Any future correspondence will be sent to the above address - unless you indicate that it should be sent elsewhere.

If a pay claim is settled after your leaving date, you may request payment of any backdated amount to which you may be entitled. A claim form is available from the Human Resources Department.
Model Letters - Implementing the Code of Practice on Fixed-term Contracts

Yours sincerely,

Susanne Byrne
Director of Human Resources,
Copy to: Head of Department
Model Letter FTC12

<table>
<thead>
<tr>
<th>Topic:</th>
<th>Fixed-term contracts - consultation over potential redundancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
</tr>
<tr>
<td>To:</td>
<td>College Trade Unions</td>
</tr>
<tr>
<td>When:</td>
<td>At least 3 months before the contracts are due to end</td>
</tr>
</tbody>
</table>

Dear [Trade Unionist],

Fixed-term contracts - consultation over potential redundancies

The attached spreadsheet shows the members of staff with fixed-term contracts whose contract is due to end in the month of [Month]. It sets out the names of the staff whose contracts are ending, the date the contract is due to end, the category/type of staff and the establishment or department in which they work.

The reason for the proposals

The College intends to review the employment and contract of each of the people on the list. If there is a business case, the College will extend or renew the contracts of these employees, or make their contracts permanent. However, if there is no business case, the College is proposing that the employee will be dismissed. The reason for the dismissal will be that the College no longer requires the employee to do the work for which they are employed, and in most cases, the dismissal will qualify as a redundancy.

Proposed method for selecting staff for redundancy

The employee whose contract is ending will be selected for redundancy - unless, either:
- the College finds there is a business case for extending the contract, or
- there is a natural “pool” of employees in similar roles/contracts from whom it is appropriate to select for redundancy.

Proposed method of making the dismissals

The contract includes the end-date and the employee has, in effect, been on notice since the contract was issued. Three months before the contract ends, the College will write to the employee to remind them that the contract is due to end. The prospects for offering a new contract will be assessed using the principles set out in the College’s Code of Practice on “Reviewing Fixed-term Contracts. Any dismissals will be made in accordance with the principles set out in the Code. The Code is available on the HR web-site. Unless the HR department is instructed to issue a new contract, they will write to the employee 3 weeks before the contract is due to end to say that the dismissal will take place as set out in the contract.
Proposed method for calculating redundancy pay

The College intends to make statutory redundancy payments to staff who qualify, taking into account their age and service. The payment will be in accordance with the ready-reckoner on the BERR web-site. The College intends to apply the statutory maximum for calculating a week’s pay.

Minimising the number of redundancies

The College intends to minimise the number and effect of redundancies by:
1. reviewing each case to see if the contract can be extended, renewed or made permanent
2. seeking to offer suitable alternative work for the employee in the College, if there is any
3. reminding the employee that the College’s vacancies are on the HR web-site
4. giving consideration to redundant employees for work for which they consider themselves to be suitable
5. giving the employee reasonable time off to seek work with other employers and arrange training.

Further consultation

Proposals to make redundancies at the end of a fixed-term contract is an ongoing reality in the University sector, especially in a research-active College like Queen Mary. As a result we have already consulted the unions on a variety of matters that have collective effect. These include the management of the redundancy process, pay protection, ways to minimise the use of fixed-term contracts, etc. We are, of course, ready to listen at any time to further union proposals on these matters. But in practice, redundancies at the end of a fixed-term contract are dealt with as individual cases rather than collectively. Further consultation with the relevant unions will therefore occur in each case as set out in the Code of Practice on Reviewing Fixed-term Contracts.

For the avoidance of doubt, the redundancies set out in the attached spreadsheet have already been notified to the Advance Notification section of the Department for Business Enterprise & Regulatory Reform.

Yours sincerely,

Susanne Byrne,
Director of Human Resources
Model Letter FTC13

<table>
<thead>
<tr>
<th>Topic:</th>
<th>Notification of continued employment after earlier notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
</tr>
<tr>
<td>To:</td>
<td>Employees whose contracts are renewed, extended or made permanent</td>
</tr>
<tr>
<td>When:</td>
<td>As soon as possible after the decision is known</td>
</tr>
</tbody>
</table>

Dear [Employee’s name]

New/extended fixed-term contract

I am pleased to inform you that I have received instructions to offer you a new contract of employment when your current fixed-term contract as [job title] in the Department of [department name] ends.

Please find enclosed your new contract of employment, the terms and conditions that apply to it, and copy documents. I would be grateful, therefore, if you would sign and return the copy, to show your acceptance of the appointment on the terms set out - within seven days of receipt. Returning the signed copy promptly will ensure that you remain on the College’s payroll.

Yours sincerely,

Yours sincerely,
Susanne Byrne
Human Resources Director
Copy to: Head of Department
**Model Letter FTC14**

<table>
<thead>
<tr>
<th>Topic:</th>
<th>Notification of continued employment after earlier notice</th>
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<tbody>
<tr>
<td>From:</td>
<td>HR Assistant/HR Contact Officer</td>
</tr>
<tr>
<td>To:</td>
<td>Employees whose contracts are renewed, extended or made permanent after being given notice of dismissal</td>
</tr>
<tr>
<td>When:</td>
<td>As soon as possible after the decision is known</td>
</tr>
</tbody>
</table>

Dear [Employee’s name]

Continued employment at the expiry of fixed-term contract

I have now received instructions to offer you a new contract of employment when your current fixed-term contract as [job title] in the Department of [department name] ends.

Options:

I will contact you shortly with a formal offer letter, outlining arrangements to adjust your pay. [If need be say that the College intends to reclaim redundancy pay but restore normal pay. Redundancy pay should be reclaimed only if the employee is (1) offered a new job before the day they are dismissed and (2) the new job starts within 4 weeks of the date of their dismissal.]

Or

Please find enclosed your new contract of employment, the terms and conditions that apply to it, and copy documents. I would be grateful, therefore, if you would sign and return the copy, to show your acceptance of the appointment on the terms set out - within seven days of receipt. Returning the signed copy promptly will ensure that you remain on the College’s payroll. [If need be say that the College intends to reclaim redundancy pay but restore normal pay. Redundancy pay should be reclaimed only if the employee is (1) offered a new job before the day they are dismissed and (2) the new job starts within 4 weeks of the date of their dismissal.]

Yours sincerely,

Yours sincerely,

Susanne Byrne
Human Resources Director
Model Letters - Implementing the Code of Practice on Fixed-term Contracts

Copy to: Head of Department