

## Example of a Redundancy Selection Procedure

### Selection Process

In the first instance selection from any group of employees in the same or similar jobs will be by volunteers. Should compulsory redundancies be necessary the following criteria will be applied to all employees in the group who have the appropriate skills for the remaining roles.

### Assessment Criteria

#### Attendance

Score = Occasions of absence x days absent in the last 12 months

Score of 5 or less	=	<b>15 points</b>
Score of between 6 and 15	=	<b>10 points</b>
Score greater than 15	=	<b>5 points</b>

Note absence for reasons of disability or pregnancy is excluded

#### Disciplinary Record

No disciplinary record in the last 2 years	=	<b>15 points</b>
1 verbal or written warning in the last 2 years	=	<b>10 points</b>
Final written warning or more than 1 lesser warning in the last 2 years	=	<b>5 points</b>

#### Service

5+ years of continuous service	=	<b>20 points</b>
3-5 years of continuous service	=	<b>15 points</b>
1-3 years of continuous service	=	<b>10 points</b>
Under 1 year of continuous service	=	<b>5 points</b>

#### Ability to learn new tasks

Learns new tasks faster than the majority of employees at the same level = **15 points**

Learns new tasks as quickly as the majority of other employees at the same level = **10 points**

Needs longer than the majority of other employees at the same level to learn new tasks = **5 points**

#### Performance Rate

Regularly exceeds target performance in a number of different jobs/ excellent performance demonstrated in a variety of jobs = **15 points**

Regularly achieves target performance in usual job/achieves high standard of performance in routine jobs = **10 points**

Usually performs below target performance/ acceptable standard achieved in routine jobs = **5 points**

Participation in Improvement Activity

Willingly and actively gets involved in all activities to improve performance = **15 points**

Will participate in improvement activities when asked to by manager = **10 points**

Prefers not to get involved in improvement activity = **5 points**

Attitude Towards Others

Is always co-operative with colleagues and managers and always demonstrates a positive attitude = **15 points**

Usually co-operative with colleagues and managers and normally demonstrates a positive attitude = **10 points**

Can sometimes be negative and does not always co-operate fully with colleagues or managers = **5 points**

Technical Ability

Has in depth technical knowledge of plant and processes = **15 points**

Has solid understanding of plant and processes = **10 points**

Has basic understanding of plant and processes = **5 points**

**Assessors**

Assessment will be carried out by the employee's Team Leader and Manager without the individual being present and without reference to other people. A member of the HR department will audit the assessments to ensure that they are consistently applied. The HR representative may ask the Team Leader and the Manager to revisit any part of the assessments.

**Communication**

All employees undergoing assessment will be invited in writing in advance of the result to a meeting to discuss their selection. Those selected for redundancy will be informed of the outcome on an individual basis and will be given a copy of their scores, the basis for the calculation of their score and the anonymous final scores of others in the group.

**Appeal**

Should an individual wish to query any element of their assessment they may appeal within 24 hours of their assessment. A more senior manager than that involved in the assessment will hear the appeal. Individuals will be given the opportunity to give evidence to support elements of the assessment they wish to query and the appeal manager will consider these, referring back to the original assessors as appropriate. The appeal manager will respond within 48 hours of the initial appeal hearing.

**Right to be Accompanied**

Employees have the right to be accompanied to all meetings by a colleague or duly accredited union representative. Subject to the outcome of any appeals, further consultation meetings will be arranged with individuals to explore all alternatives including alternative employment that may be available.

Note: where there is a significant difference in the value to an organisation between strong and weak performers, then a stronger weighting might be justified. Where outputs are similar, for example for a factory worker on a line with a standard output it might be simpler with less risk of subsequent appeal or challenge at tribunal to restrict criteria used to objective criteria only such as discipline and absence and service measurements.