

REDUNDANCY: AN EMPLOYER'S STEP BY STEP GUIDE



1. Make a plan

Put together a plan setting out the rationale for making redundancies, the number of redundancies, and whether there is any way to avoid compulsory redundancies. Be mindful of whether there is a genuine redundancy situation.



2. Select the appropriate pool

You will need to establish the pool from which you will select potentially redundant employees. If you intend to make 20 or more employees redundant at one establishment within 90 days, you will need to comply with additional requirements.



3. Establish a proposed set of objective selection criteria (if necessary)

The selection criteria should be objective and independently verifiable wherever possible.



4. Give warning of potential redundancy

At the outset, you need to inform those potentially affected by the situation the rationale for making redundancies, how many jobs are at risk, and what alternatives are being explored. Invite suggestions to avoid redundancies. This initial warning can be done in writing or at a group meeting. If those affected are informed at a group meeting, then keep a note of the meeting and confirm the meeting's content in writing.



5. Hold individual consultation meetings

At the meeting, explain the position again and ask for any comments on the proposal and provisional selection criteria. Carefully consider any suggestions, concerns, or comments that the employee raises. Keep a record of the meeting and confirm what was discussed in writing. The meeting invitation should include a copy of the selection criteria if not already provided and include an invite for a trade union representative or work colleague to accompany them.



6. Carry out a scoring exercise

After taking on board any feedback on the proposed selection criteria, carry out a scoring exercise (if applicable).



7. Hold consultation meetings with those identified at risk

At the meeting, consult with the employee about their scores, their proposed selection for redundancy, terms of redundancy, and any suitable alternative employment. Keep a note of the meeting. The invitation to the meeting should include a copy of the employee's scores and include an invite for a trade union representative or work colleague to accompany them.



8. Follow up

Follow up on any suggestions that the employee has made to avoid redundancy, including suitable alternative employment, or any representations they have made about their score. If adjustments are made to the employee's score, check whether they still fall below the cut-off point for redundancy selection.



9. Hold a final meeting

If the decision is made to make the employee redundant and there is no suitable alternative employment, confirm they have been selected for redundancy. Explain the redundancy package to the employee and inform them of their right to appeal. Keep a note of the hearing. After the meeting, confirm the outcome to the employee in writing. Inform the employee of their right to appeal.



10. Appeal

If the employee wishes to appeal, invite them to an appeal hearing. Any appeal should ideally be conducted by someone senior to the person or persons that dealt with the previous meetings or at least someone who has authority to overturn the original decision. Don't forget to inform the employee that they are entitled to be accompanied at the meeting. Following the meeting, write to the employee confirming the outcome of the appeal.



This step-by-step guide only provides general guidance, which steps you need to undertake will vary depending on the particular circumstances. Expert advice should always be sought in relation to specific circumstances.