

### Redundancy Selection Criteria Procedure

#### Principles

The selection criteria will be used to compare employees to assess which are retained and which are selected for redundancy. Objective selection criteria are to ensure that employees are not unfairly selected for redundancy and for the retention of a balanced workforce appropriate to the current situation and future business needs of the Council. Where individual and specific posts are identified as redundant, there will be no need for a selection process – the postholder will be deemed to be at risk of redundancy.

It is the Council's aim that criteria for selection be established that, insofar as is possible, they do not depend solely on the opinion of one person, and can, where possible, be objectively checked and verified.

#### Basis of Assessment

To aid the objectivity of assessing each employee against the selection criteria a points matrix system which weights the factors considered to be important to the current and future needs of the Council will be drawn up. The aim will be to maintain a competent and balanced workforce.

Each individual employee will be scored against each criteria using the following marking:

- Barely acceptable (1 point)
- Minimum acceptability (3 points)
- Fully meets required standards (7 points)
- Exceeds required standards (10 points)

The weighted scores for each factor will be totalled and the employee(s) with the lowest score will be selected for redundancy.

The weightings will be part of the consultation with Staff Side/Unison and decided in advance on each assessment occasion.

#### Proposed Selection Criteria

Selection decisions will not be made, (directly or indirectly) on the basis of gender, race, colour or ethnic origin, sexual orientation, religion, disability, age, marital status, or trade union activities.

The attached Redundancy Selection Matrix will be used to select employees when considering making redundancies from a pool of affected employees. Managers may weight the criteria according to their importance to the job. The scores arrived at will form the basis of management decisions as to whom to select for redundancy.

It is important to be clear that as much as we will strive to use the most objective criteria it is inevitable that a subjective view, which depends upon the opinion of the individual(s), may feature.

In describing the selection criteria, account may be taken of any or all of the factors as follows:

#### **a) Work Performance:**

Has the experience, skill and ability to achieve and maintain high standards of performance in the job and achieve agreed objectives and targets. This will need to be based on objective evidence which can be sourced from performance review/appraisal schemes (PPPs). The previous year will be used for this assessment. It is acknowledged that the assessment may well involve an element of subjectivity but, provided that the manager undertaking the exercise can show logical reasoning behind the scores and is consistent and fair in his/her approach, it is likely to be viewed by any tribunal as an appropriate criteria.

Various levels can be used to mark standards within an employee's capability; for guidance:

##### **Assessment Level 10 (highest level)**

Employee

- Learns all jobs and tasks very quickly with the minimum of training;
- Consistently produces work well above the required standard whilst adhering and promoting all quality and health & safety procedures.

##### **Assessment Level 7**

Employee

- Learns jobs and tasks quickly and above training plan targets;
- Consistently produces work above the required standard whilst adhering to all quality and health & safety procedures.

##### **Assessment Level 3**

Employee

- Takes longer than the average time to learn jobs and tasks. Occasionally over runs training plan;
- Produces work at the standard required and needs reminding of quality and health & safety procedures;

##### **Assessment Level 1 (lowest level)**

Employee

- Just meets the training plan to learn jobs and tasks. Regularly over runs training plan;
- Inconsistently achieves the required standard.

#### **b) Conduct:**

This section is intended to help differentiate between employees that display differing levels of motivation regardless of the attainment reached. It could be

described as assessing the effort put in to their work, and will cover self-motivation, timeliness of reporting and the ability to prioritise workload. As with the other criteria, this needs to be evidence based and objectively assessed.

This criteria might also include taking account of any disciplinary action taken against the employee. With regards disciplinary records, served warnings should not be used in the selection process (ie records should only apply to warnings that are current). The previous year will again be used, except for current disciplinary warnings (which can run for longer than a year).

The scoring mechanism should also be defined with sufficient clarity to prevent double counting. For example, if timekeeping is one criterion and the disciplinary record another, an employee may score badly twice over if they have been disciplined for bad time-keeping. Instead it is important to choose just one criterion or take steps to remove the double counting.

### **Assessment Level 10 (highest level)**

Employee

- Is very self motivated and requires a minimum of management
- Comfortably manages set timescales and does not panic when there are many things to do in a short space of time
- Very positive outlook on their contribution to the workplace

### **Assessment Level 7**

Employee

- Requires some supervision on some tasks but most jobs can be achieved without management
- Hardly ever misses deadlines and can prioritise work after consulting with line manager
- Makes a positive contribution to the workplace

### **Assessment Level 3**

Employee

- Requires frequent supervision but motivates self to achieve objectives that are most enjoyed
- Occasionally misses deadlines but can be relied upon to achieve objectives if reminded
- Broadly positive view of their contribution to the workplace

### **Assessment Level 1 (lowest level)**

Employee

- Requires constant supervision and management to achieve the simplest of work tasks
- Misses deadlines which inconveniences other colleagues but still manages to just attain the objective after intervention
- Ambivalent view of the merits of their contribution to the team

### **c) Attendance**

Attendance records must be up to date and not include time taken off for paternity, maternity, antenatal, paternal, adoption leave, compassionate leave, training, health & safety, jury service, territorial army or trade union membership duties. Managers should look carefully at the duration of the spells of sickness; for example, whether an employee has had one continuous lengthy bout of sickness or whether the absences were of a more intermittent nature but over a longer period. Absences directly related to an employee's disability should be discounted. Absence will be considered over the previous year.

### **d) Length of Service:**

Where the scores are within a few points of each other the employee(s) with the shorter service will be selected for redundancy.

## Redundancy Selection Matrix

Name of employee:	Post Title:			
Department:	Length of Service:	The range of 0-10 for employees' point scores should be applied as follows: <b>Barely Acceptable</b> (1) <b>Minimum Acceptability</b> (3) <b>Fully meets required standards</b> (7) <b>Exceeds required standards</b> (10)		
Names of Managers making Assessment:				
CRITERIA	JUSTIFICATION/RATIONALE	POINTS (0-10)	WEIGHTING (1-5)	TOTAL SCORE
<b>WORK PERFORMANCE:</b> (incl: skills, experience and ability)				
<b>CONDUCT:</b> (incl: reliability, disciplinary record)				
<b>ATTENDANCE RECORD</b>				

CRITERIA	JUSTIFICATION/RATIONALE	POINTS (0-10)	WEIGHTING (1-5)	TOTAL SCORE
<b>LENGTH OF SERVICE</b> (only to be used as a deciding factor where scores between 2 or more individuals are equal )				

<b>TOTAL SCORE:</b>	
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ATTACH CORROBORATING AND SUPPORTING EVIDENCE – eg Appraisals, disciplinary record, examples of work-related activities etc

I have verified the rationale contained within this assessment grid and am satisfied the assessment has been carried out fairly and objectively.		
Signature:	Director	Date: