

CHECKLIST – Redundancy – Selection from Group

The following Checklist is suggested method for use in **selection from group redundancy exercise**, by which we mean where it is necessary to identify a pool (**group**) for selection and apply objective **selection** criteria to determine those to be made redundant and where fewer than 20 redundancies are to be made within a 90 day period.

ACTION	TICK	DATE
Before planning redundancy		
Read your applicable Redundancy Policy, if you have one. This checklist may need to be amended to comply with your own Redundancy Policy. Take legal advice from your advisers.		
Read our factsheet Redundancy Overview and Process [2.1 RED FS] .		
Read Redundancy Process Example – Selection from Group [7.4 RED EX]		
Prepare a draft Consultation Timetable. Redundancy Timetable Template – Selection from Group [7.5 RED FM]		
Before the Group Announcement Meeting (Meeting 1) takes place		
Establish which employees are affected. ENSURE THAT LESS THAN 20 REDUNDANCIES ARE BEING PROPOSED IN A 90 DAY PERIOD. IF THERE ARE 20 OR MORE, PLEASE TREAT AS A COLLECTIVE REDUNDANCY PROCESS AND REFER TO THE GUIDANCE IN RESPECT OF THAT.		
Establish a proposed pool for selection and identify reasons for deciding upon that proposed pool. See Redundancy Selection Pooling [7.1 RED FS] .		
Prepare a draft selection criteria matrix. See factsheet Redundancy Selection Criteria [7.2 RED FS] and Redundancy Scoring Criteria and Score Sheet Examples [7.3 RED EX] . If you are a Full-service client, your advisers can assist you draft/review your matrix. If you are not a Full-Service* client, your advisers can advise you on your matrix.		
Calculate provisional redundancy and notice calculations for all affected employees.		
Ensure that the Business Case has been prepared (see Redundancy Business Case Example [2.4 RED EX] together with guidance factsheet Redundancy Business Case [2.3 RED FS]) and checked ready to hand out to employees at the consultation meeting. If you are a Full-service client, your advisers can assist you draft/review your business case. If you are not a Full-Service client, your advisers can advise you on your business case.		
Put together a detailed list of alternative vacancies within the business and within any associated companies.		

Amend and prepare Redundancy warning and invite to consultation – Selection from Group [7.6 RED LTR] for each employee.		
Ensure that a minute taker has been arranged and briefed for the different consultation meetings that are due to take place.		
Brief the manager(s) conducting the meetings on their role, what to say etc. Prepare scripts if necessary.		
Make arrangements to contact any employees who will be absent due to holidays, sickness or family reasons (maternity, paternity, adoption leave etc.).		
At the Group Announcement Meeting (Meeting 1)		
Explain the reasons for the potential redundancies based on the Business Case and provide copies of the Business Case (as already prepared above).		
Explain the proposed pool for selection and how that has been identified. Invite comments and suggestions as part of the consultation.		
Explain the proposal to use objective selection criteria to select for redundancy from within the pool and provide a copy of the proposed Selection Criteria (as already prepared above). Invite comments and suggestions as part of the consultation.		
Explain that ways of avoiding redundancies are being explored and give examples of what has been considered to date.		
Ask employees to think about suggestions for ways to avoid redundancies.		
If voluntary redundancy is an option, explain what this means and how employees can apply for voluntary redundancy.		
Explain the right to take time off to seek alternative employment or obtain training for future employment.		
Take a full note of the meeting, including any comments or suggestions from the employees.		
Follow up from Group Announcement Meeting (Meeting 1)		
Once you have completed the Group Announcement Meeting, please contact your advisers (including emailing the minutes of the meeting if you are a Full-Service client).		
Write to the affected staff confirming the reasons for the potential redundancy (an 'at risk'/warning letter) and formally inviting them to the next consultation meeting giving at least 24 hours' notice and the right to be accompanied by a co-worker or an accredited trade union representative. Your advisers will be able to provide an appropriate template letter (Redundancy warning and invite to consultation – Selection from Group [7.6 RED LTR]) or, if you are a Full-Service client, can assist you in the preparation of the announcement and letter. Include proposed		

Selection Criteria. Include Redundancy Business Case. Option to include list of alternative vacancies within the business or any associated employer with letter.		
If voluntary redundancy is an option, write to the affected staff requesting applications for voluntary redundancy. Your advisers will be able to provide an appropriate template letter (Applications for Voluntary Redundancy [4 RED LTR]) or, if you are a Full-Service client, can assist you draft such a letter.		
Continue to explore ways to avoid redundancy and document (file note) what has been considered and if it does not change the situation why it will not avoid the proposed redundancies.		
Consider any suggestions put forward by employees and document (file note) what suggestions have been considered and if they do not change the situation explain why they will not avoid the proposed redundancies.		
Continue to search for alternative vacancies within the business or any associated employer and keep updated list.		
At 1st Formal Consultation Meeting – Group Meeting (Meeting 2)		
Discuss why their roles have been identified as at risk of redundancy.		
Go through minutes of previous meeting. Ask if they have any questions they had not raised at the last meeting.		
Discuss ways to avoid redundancy that have already been considered.		
Discuss any suggestions/proposals/questions that the employees have put forward and if they do not change the situation explain why. If the employees put forward any new suggestions/proposals/questions during the meeting either discuss this during the meeting or if it requires more consideration inform the employees that you will get back to them once their suggestion/proposal/question has been fully considered.		
Discuss the proposed selection pool and how this was decided upon. Allow the employees to ask questions and put forward comments and suggestions which can be discussed during the meeting (or if more consideration is required inform the employees that you will get back to them once their suggestion has been fully considered).		
Discuss the proposed objective selection criteria and how this was decided upon. Allow the employees to ask questions and put forward comments and suggestions which can be discussed during the meeting (or if more consideration is required inform the employees that you will get back to them once their suggestion has been fully considered).		
Ask if there are any further questions.		
Provide the employees with up-to-date full details of any alternative vacancies that you have identified and explain what they need to do if they want to be considered for any of the roles.		

Take full notes of the meeting.		
Initial individual consultation meetings may then be held with each employee straight afterwards to discuss any particular concerns or questions they might have at that point. The personnel information that you have, and upon which you intend to select for redundancy if this becomes necessary, should be checked with the employees to ensure it is accurate. Take full notes of meetings.		
Follow up from Meeting 2		
Once you have completed the meeting, contact your advisers to discuss how it went and if you are a Full-Service client, also email the notes.		
Follow up any suggestions of ways to avoid redundancy discussed at Meeting 2.		
Continue to search for alternative vacancies within the business or any associated employer, updating current vacancy list.		
Finalise the pool for selection once employees have had opportunity to provide comments and suggestions.		
Finalise the selection criteria once employees have had opportunity to provide comments and suggestions. Your advisers will be able to provide an appropriate template letter to employees confirming the criteria (Confirmation of Redundancy Selection Criteria [7.7 RED LTR]) or, if you are a Full-Service client, can assist you draft such a letter.		
Apply the objective selection criteria to the pool of employees and select which employees are still at risk of redundancy.		
Prepare Invitation to Individual Consultation Meeting – Provisional Selection [7.8 RED LTR] and send to each employee who has been provisionally selected together with details of their scores. Your advisers can provide the template or, if you are a Full-Service client, can assist you draft such a letter.		
At 2nd Formal Consultation Meeting – Individual 1-2-1 Meetings (Meeting 3)		
Meet with each employee individually. They are entitled to be accompanied by a colleague or union representative. You should have a note taker. Go through the minutes of all previous meetings and sum up the process so far. See if there are any further questions to be raised.		
Provide any update on ways to avoid redundancy and alternative employment positions.		
Discuss any comments and suggestions put forward in relation to the pool for selection and selection criteria and what the decision was regarding these suggestions and comments.		
Explain the employees' scores under the objective selection criteria and how these were arrived at. Allow the employees the opportunity to challenge the scores or put		

forward comments. Provide the employee with a response or feedback during the meeting or if further consideration is required inform the employee that you will respond following the meeting once full consideration has taken place.		
Follow up from Meeting 3		
Once you have completed the meeting, contact your advisers to discuss how it went and if you are a Full-Service client, also email the notes.		
Follow up any suggestions of ways to avoid redundancy discussed at Meeting 3.		
Follow up any challenges or comments regarding the scoring of the objective selection criteria. Carry out a re-scoring exercise if necessary.		
Continue to search for alternative vacancies within the business or any associated employer.		
Prepare a draft Financial Statement, see Financial Statement Example [2.8 RED EX] , for each employee who remains at risk. Your advisers can advise you on this and if you are a Full-Service client can assist you draft them. This will include: finalising redundancy pay calculations; determining whether or not the employee will work their notice or be paid in lieu of notice; calculating whether the employee has taken more or less than their accrued holiday entitlement; and factoring this into final pay calculations.		
Prepare formal invitation to next meeting (final) enclosing list of current vacancies and send to each employee who remains at risk of redundancy. Your advisers will be able to provide an appropriate template letter (Invitation to Final Consultation Meeting – Selection from Group [7.9 RED LTR]) or, if you are a Full-Service client, can assist you draft such a letter.		
At Final Formal Consultation Meeting – Individual 1-2-1 Meetings (Meeting 4)		
Meet with each employee individually. They are entitled to be accompanied by a colleague or union representative. You should have a note taker. Go through the minutes of all previous meetings and sum up the process so far. See if there are any further questions to be raised.		
Explain that all alternatives have been considered, including their suggestions (if any), and that unfortunately it has not been possible to avoid the redundancy situation.		
Go through the list of available vacancies including at any other sites/group business to see if any are suitable to this employee. Either: Explain that it has not been possible to find alternative employment for them and the reasons why (i.e. no vacancies or they were not successful in their application for any vacancy). OR If there are suitable alternatives, discuss these and whether the employee wishes to move into one of these positions to avoid compulsory redundancy.		
Go through the draft financial statement with the employee to discuss their payment entitlements and how these have been calculated, confirm your figures are correct with regard to notice, redundancy payment etc. Ask whether the employee has any further questions.		

If there are no suitable alternatives or if the employee has refused an alternative, confirm that the employee's employment will therefore terminate by reason of redundancy and inform them whether or not they will be required to work their notice and if so what is the termination date.		
Remind the employee of the right to take time off during their notice to seek alternative employment or obtain training for future employment if they qualify for the right.		
Take full notes of the meeting.		
After Meeting 4		
Contact your advisers to discuss how the meeting went and if you are a Full-Service client, also email the notes.		
Issue dismissal letter with right of appeal for all dismissed employees. Your advisers will be able to provide an appropriate template letter (Dismissal letter – Selection from Group [7.10 RED LTR]) or, if you are a Full-Service client, can assist you draft such a letter.		
Make arrangements for payments through payroll.		
Consider sending out an announcement to staff to inform them of the redundancy, if appropriate.		
If the Employee Appeals		
Read our Redundancy Dismissal Appeal Hearing Example [10 RED EX] for an example agenda.		
Appoint an appropriate individual to conduct the appeal hearing (Appeal Chairperson). If possible, it should be held by someone more senior than the person who held the dismissal meeting. Provide Appeal Chairperson with appeal letter and all minutes and documents from the redundancy procedure to date.		
Write to the employee to invite them to an appeal meeting. Your advisers will be able to provide an appropriate template letter (Invitation to Redundancy Dismissal Appeal Hearing [10.1 RED LTR]) or if you are a Full-Service client, can assist you draft such a letter.		
At the appeal hearing confirm right to be accompanied, introduce all attendees present and explain that hearing minutes will be taken.		
Ask employee to state their grounds of appeal. Check this against their written appeal and add any further detail given verbally to the appeal remit.		
Appeal Chairperson to decide form of appeal i.e. full re-hearing or review of the original decision.		

At the appeal meeting fully discuss their grounds of appeal and their comments point by point.		
Ask the employee if anything in the termination letter that they do not agree with.		
Adjourn to carry out any investigations necessary.		
Ideally ask employee to read and sign a copy of the minutes to confirm that they are an accurate reflection of the matters discussed at the hearing.		
Adjourn hearing to make a decision. Ensure that any deadlines for appeal decision to be given to the employee (e.g. contained within any Redundancy Policy if there is one) are noted.		
Please contact your advisers (including emailing the minutes of the appeal hearing if you are a Full-Service client). Once we have discussed what happened in the appeal hearing with you, you will make a decision as to the appropriate outcome you wish to achieve.		
Write to the employee confirming the outcome of the appeal and that this is the final decision. Your advisers will be able to provide an appropriate template letter (Redundancy Appeal Outcome – Upholding Dismissal [10.2 RED LTR] or – Overturning Dismissal [10.3 RED LTR]) or if you are a Full-Service client, will prepare a written outcome letter of the appeal hearing for you in accordance with your comments and the minutes or can help you prepare such a letter.		

**Full-Service means clients who have a contract with WorkNest covering the full service to include reviewing minutes of meetings, correspondence from employees, detailed documentation and drafting letters on a bespoke basis. If you are unsure about what level of legal service your contract with WorkNest covers, please contact your advisers or the CX team on 01244 687 603.*

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