

## **Appendix 3: Bumped Redundancy Process**

### **Priorities**

Initially, staff at risk of compulsory redundancy will be matched to any vacant posts within the Council by the People Resourcing Team (PRT) as per the current redeployment process. Only if there are none suitable will the bumping list will be checked. As and when new vacancies become available they will be considered for those on the redeployment list by PRT.

All employees on the redeployment register will be given equal consideration. Apprentices will continue to be considered for vacancies once employees on the redeployment register have been considered.

### **Matching Process**

Approval will not be given for requests to leave the organisation through bumped redundancy until an employee has accepted the offer to be redeployed into the post and the trial period has started. Redeployment records show there is a very low risk of trial periods not being successful.

Where there is a risk of compulsory redundancies, the potential for bumped redundancies being available should be explored during the formal consultation process with employees and their trade union representatives.

The normal redeployment process will be followed for staff looking to be appointed to a post held by an employee in the bumping pool i.e. opportunities will be considered 2 grades up or down from the redeployee's current grade and with pay protection given up to 2 years for a maximum of 2 grades.

For the current change process only, there will also be consideration given to whether an employee's current job is so similar to a vacancy or bumped redundancy opportunity that it should be treated as an assimilation e.g. direct (or competitive, if more than 1 person is identified as direct assimilation for the bumping opportunity). This will reduce the number of interviews required which benefits both employees and managers. If job descriptions and grade are very similar, PRT should ask the relevant BP to carry out an assessment with a TU rep. If there is a disagreement that cannot be resolved, People Board Operations will be asked to reach a decision.

If assimilation does not apply, the usual redeployment process will be followed and managers will be offered the opportunity to interview potential matches for the position. When a redeployee is offered a post on the bumping list, managers should consider whether a period of shadowing would be appropriate ahead of the formal trial period in order for both themselves and the employee to make a decision about the suitability of the role as a redeployment option. A period of shadowing as part of the trial period can also help train the redeployee prior to the existing employee leaving the organisation. HR Business Partners will provide advice and guidance to support the coordination of this process. If shadowing is taking place in advance of a trial period in order to help a redeployee and manager decide whether to proceed,

the employee waiting for be bumped will not be issued notice of redundancy until the official trial period has started.

In situations where more employees doing the same job are waiting for bumping and there are insufficient redeployees offered jobs to bump them all, managers must first make an assessment using the criteria set out in the Employment Options guidance for selecting from multiple requests to decide who is to be offered redundancy. This is as follows:

1. The employee(s) to be retained should demonstrate the best fit between the requirements of the posts that remain and the suitability of the employee to undertake them e.g. their skills and knowledge; or,
2. If the above does not enable a decision to be made, the cost of each request may be considered. As this may result in preference being given to allow employees with less service to leave the organisation, cost must not be the only criteria taken into consideration as it risks discriminating against some groups of employees; or,
3. Only if a decision cannot be made on any other basis, attendance records for the period August 2013 to July 2014 may be considered. Individual circumstances should be taken into account, including whether attendance records are affected by a disability or serious illness.

If the manager is not able to decide using this criteria then the manager should ask the employees for their preferences. If the staff themselves are not able to reach an agreement as to who should leave first then the manager may take an employee's personal circumstances into account to decide who can be released. There can be no guarantee of future matches being identified for the remaining employee(s) in the group.

## **Training**

Where there is a gap against the requirement for the job which is due to a qualification or training need, reasonable training costs will be met. Corporate funding is available and can be requested if this ensures that a compulsory redundancy will be avoided. Costs should not be excessive, the necessary training/qualification must be completed within 12 to 18 months and the qualification must be a requirement to carry out the job contained within the person specification. This timescale is a general guide, each request will need to be supported by a sound business case, including financial and service implications and/or benefits. Requests should be submitted to the Chair of People Board Operations Group for approval if the Chair of the Directorate People Panel/Efficiency Panel is in agreement.

Failure to obtain a required qualification will not place an employee in a redundancy situation. It will be managed as a capability matter under the appropriate HR procedure. Support will be provided for the employee to retake an assessment.