

# **E-ACT POLICY**

## **PARKWOOD ACADEMY**

# **REDUNDANCY PROCEDURE**

<b>Date agreed by Governors</b>	
<b>Date of review</b>	
<b>Responsible officer</b>	<b>Principal / Business Director</b>

## Contents

- Section 1** Introduction  
Alternatives to Redundancy
- Section 2** Definition of Redundancy  
Potential Redundancies in The Academy  
Education Act 2002
- Section 3** Flowchart of the Redundancy Process  
The Redundancy Process  
Roles within the Process  
Support during the Process  
Alternatives  
Redeployment
- Section 4** Consultation
- Section 5** Identifying staff for potential redundancy  
Selection Criteria  
Collecting information about employees
- Section 6** Meeting of the Selection Panel to apply the  
Selection Criteria
- Section 7** Hearing and Appeal Hearing  
Process for Selection Panel Hearing  
Process for the Appeal Hearing  
Issue of dismissal notice
- Section 9** Appendices:  
Appendices A – Checklist for the Process  
Appendices B – Model Letters to Trade Unions  
Appendices C – Matrix of Selection Criteria Scores  
Corporate Criteria Proforma for the analysis of  
Corporate Criteria  
Appendices D – Model letters for employees identified as  
potentially redundant

## **INTRODUCTION**

It is good practice for every employer to provide security of employment for all Employees as far as possible.

The Academy in consultation with the Trade Unions and Teacher Associations, should seek to avoid the need for redundancies through the consideration of alternatives employment and other options. Where compulsory redundancy is anticipated E-ACT will advise the Academy on the management of this in as fair, consistent and sensitive way as possible. E-ACT will also support Parkwood in minimising the impact on colleagues and the community.

# **SECTION 1**

**1.1 INTRODUCTION TO THE GUIDELINES**

**1.2 ALTERNATIVES TO REDUNDANCY**

## **1.1 Introduction to the Guidelines**

This document forms guidance to the Academy for managing reductions in staffing and potential redundancy situations for employees. It encompasses experience from previous years, advice from ACAS (Advisory, Conciliation and Arbitration Service), the E-ACT Legal Department, and OD and Communications. It has been updated in line with employment legislation, the Education Act 2002 and the School's Standards and Framework Act 1998. The selection criteria were established by consultation with groups of Primary and Secondary Principals and Sheffield Advisory and Inspection Service.

In managing such situations there may well be special circumstances that are not covered by the general notes and guidance. When dealing with potential redundancies you are advised to E-ACT HR.

## **1.2 Alternatives to Redundancy**

In order to avoid redundancies, the following options may be considered;

- Recruitment / Vacancy freeze
- Job Sharing / Transfer to part-time
- Unpaid leave of absence
- Maximising the school's income, e.g. lettings
- Additional savings on non-staffing budget headings

## **SECTION 2**

**2.1 DEFINITION OF REDUNDANCY**

**2.2 POTENTIAL REDUNDANCY SITUATION  
IN THE ACADEMY**

**2.3 EDUCATION ACT**

## **2.1 Definition of Redundancy**

Redundancy is defined by the Employment Rights Act 1996 as a dismissal attributable wholly or mainly to:

- the fact that an employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was employed, or has ceased, or intends to cease, to carry on that business in the place where the employee was so employed, or
- the fact that the requirements of that business for employees to carry out work of a particular kind, or for employees to carry out work of a particular kind in the place they were so employed, have ceased or diminished, or are expected to cease or diminish.

## **2.2 Potential Redundancy Situation in The Academy**

This may occur as a result of:

- changes in the requirements of the curriculum
- decreasing pupil numbers
- a decrease in the budget which means that staffing has to be reduced
- reorganisation due to legislative changes
- Statutory school reorganisations ie. amalgamations or closures

## **2.3 Education Act 2002**

As the principal will normally have direct involvement in implementing redundancy procedures, he or she will not be delegated with responsibility to make Initial Dismissal Decisions.

This is in accordance with the Education Act 2002. Roles and responsibilities of the Principal and Governors are outlined in Section 3.

Redundancy is one of the fair reasons in law for dismissal.

However, if an employee challenges the fairness of their dismissal, the employer would have to demonstrate that they acted reasonably i.e., that the selection was fair and the procedure for implementing the redundancy was fair.

## **Section 3**

**3.1 THE REDUNDANCY PROCESS**

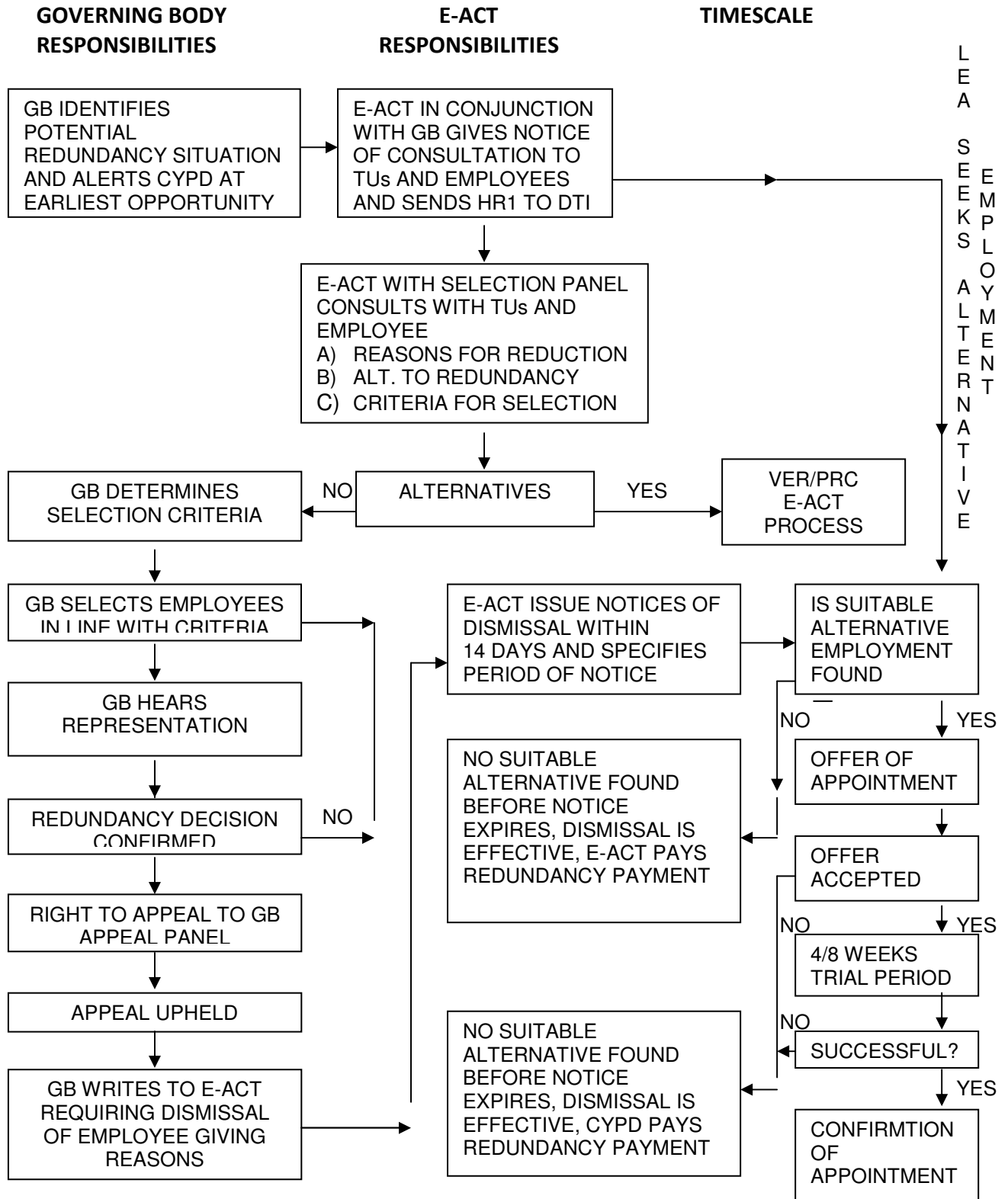
**3.2 ROLES WITHIN THE PROCESS**

**3.3 SUPPORT DURING THE PROCESS**

**3.4 ALTERNATIVES DURING THE PROCESS**

**3.5 REDEPLOYMENT**

# FLOW CHART OF THE REDUNDANCY PROCESS



## **3.1 The Redundancy Process**

It is good practice to:

- give as much notice as possible of a potential redundancy situation
- consult with recognised trade unions or with employee representatives in an attempt to avoid or minimize the need for redundancies
- seek to achieve any reduction in a fair and sensitive manner
- consider alternatives to dismissal
- establish in consultation with the unions, the selection criteria and how such criteria will be applied
- ensure that the criteria are fair and objective and non-discriminatory

### **3.1.1 Employees to be considered in a potential redundancy situation**

The following employees should be considered:

- teachers
- support staff
- employees who work some of their contractual hours in the school, e.g. peripatetic pianists
- staff who are absent from school, e.g. due to long term sickness, maternity leave, secondment, unpaid leave

Employees appointed to specific externally funded posts would not normally be included in the redundancy process.

### **3.1.2 Timescales**

Redundancies are usually effective from the end of a school term. An example timetable is outlined in Section 4.

However, if potential redundancies occur at other times of the year, E-ACT will advise on the timescales.

The sequence of events and timetable applies to teaching and support staff. If support staff are to be considered for potential redundancy there may be more time for the process than indicated on the timetable. This will depend upon employees' contractual notice entitlements, which can vary from 4 to 12 weeks. It is advisable that such situations are discussed with E-ACT Human Resources.

The process should commence 'as soon as practicable and as fully as possible' (ACAS) when redundancies are being considered.

### **3.1.3 Notice Periods**

For teaching staff, notice can only be effective from the end of each term, i.e. 30 April, 31 August, 31 December. The Conditions of Service for School Teachers (Burgundy Book) states the final date each term when notice can be issued. It must also be ensured that a teacher is given contractual notice, which is 1 week's notice for every year of service, up to a maximum of 12 weeks.

## NOTICE PERIODS FOR TEACHER AND PRINCIPALS

<b>DATES</b>	<b>PRINCIPALS</b>	<b>TEACHERS</b>
31 January	Last day for issuing notice of dismissal for 30 April dismissal	
5 February		Last day for issuing notice of dismissal for 30 April for those with 12 or more years continuous of service
12 February		Last day for issuing notice of dismissal for 30 April dismissal for those with 11 years' continuous service
19 February		Last day for issuing notice of dismissal for 30 April dismissal for those with 10 years continuous service
26 February		Last day for issuing notice of dismissal for 30 April dismissal for those with 9 years continuous service
28 February		Last day for issuing notice of dismissal for 30 April dismissal for those with 8 years or less continuous service
30 April	Effective date of dismissal if notice issued on or before 31 January.	Effective date of dismissal if appropriate

<b>DATES</b>	<b>PRINCIPALS</b>	<b>TEACHERS</b>
	Last day for issuing notice of dismissal for 31 August dismissal	statutory or contractual notice given
31 May		Last day for issuing notice for 31 August dismissal
31 August	Effective date of dismissal if notice of dismissal issued on or before 30 April	Effective date of dismissal if notice of dismissal issued by 31 May
30 September	Last day for issuing notice for 31 December dismissal	
8 October		Last date for issuing notice of dismissal for 31 December dismissal for those with 12 years continuous service
15 October		Last date for issuing notice of dismissal for 31 December dismissal for those with 1 years continuous service
22 October		Last date for issuing notice of dismissal for 31 December dismissal for those with 10 years continuous service
29 October		Last date for issuing notice of dismissal for 31 December dismissal for those with 9 years continuous service
31 October		Last day for issuing notice for 31 December dismissal for those with 8 years or less continuous service
31 December	Effective date of dismissal if notice issued on or before 30 September	Effective date of dismissal if appropriate statutory or contractual notice given

## **Support Staff**

For support staff, the notice period is dependent upon the length of continuous service. i.e. 1 week for every year of service up to a maximum of 12 weeks. The Conditions of Service gives a minimum entitlement of 1 month's notice.

## **Roles within the process**

### **3.2.1 Role of the E-ACT Human Resources**

E-ACT Human Resources receives written information from The Academy on potential redundancy situations, and informs the relevant Trade Unions at consultative forums.

E-ACT Human Resources informs the Department for Trade and Industry of potential redundancies on the HR1 form. This notification must be made at least 30 days (for 10 to 99 employees) and at least 90 days (for 100 or more employees) before dismissal.

Throughout the redundancy process E-ACT Human Resources, , will support and work with Principals and Governing Bodies.

### **3.2.2 Role of E-ACT Human Resources**

A named Officer from E-ACT Human Resources will advise Principals and Governing Bodies throughout the process.

HR Officers will attend:

- the meeting to select employees (unless The Academy have chosen not to take personnel advice with regard to determining the criteria)
- the selection hearing (advising the Selection Panel)
- the appeal hearing (advising the Appeal Panel)

HR Officers will also provide support to employees seeking redeployment and will ensure delivery of the notices of dismissal to employees.

### **3.2.3 Role of the Principal**

The Principal is responsible for planning the process and ensuring the

Governing Body complies with the procedure.

The Principal will advise the Selection Panel and lead the communication and consultation with staff and their representatives.

Staff meetings should be held 'in good time' to inform staff of the potential redundancy situation. This will be part of an ongoing process of communication.

Work will be undertaken with the Selection Panel to draft selection criteria, which will then be the subject of consultation with representatives and staff within the school.

Employees should meet with the Principal to validate and verify the information they have submitted on the experience and skills audit forms. The employee may choose to be accompanied by their union representative providing this does not delay the process.

The Principal advises the Selection Panel when it meets to apply the criteria and identify employees for potential redundancy.

The Principal and Chair of the Panel will inform the employee in person of their selection for redundancy.

At the selection hearing the Principal and Selection Panel will present a statement of case and hear representations from the employee and their representative.

Should the employee exercise their right to an Appeal hearing the Principal and Chair of the Panel will present the case to an Appeal Panel of the Governing Body.

#### **3.2.4 Role of the Governors**

A quorum of the Governing Body (when delegating authority to a committee a quorum is two thirds of the Governing Body) should select two Panels with a minimum of 3 people in each:

- Selection Panel
- Appeal Panel

The numbers on the Appeal Panel should not be less than those on the Selection Panel.

It is advisable that Staff governors are not members of either panel.

The Selection Panel is responsible for managing the process, including consultation and drafting of the selection criteria.

The Appeal Panel is responsible for considering representations from the employee, and the Selection Panel, regarding their selection for redundancy. It is not involved in the process prior to appeal.

### **Selection Panel**

The Principal and the Panel, or a representative from the Panel, will meet with the Union representatives to consult on the potential redundancy situation, including the reasons, the numbers and categories of staff involved, 'pools' of employees and timescales. This may involve one or more meetings in order that full and meaningful consultation has taken place, with a view to reaching agreement.

The Selection Panel will draft the selection criteria with advice from the Principal and Human Resources.

One or more of the Selection Panel will join the Principal at staff meetings concerning the redundancy process wherever possible.

The Selection Panel and the Principal will meet to apply the selection criteria and select employees for redundancy.

The Chair of the Selection Panel, with the Principal, will inform the employee in person of their selection for redundancy.

The Panel will meet for a Selection Hearing where the employee exercises their right to such a hearing.

The representative of the Panel, together with the Principal, will make a presentation about the selection for redundancy to the Governing Body's Appeal Panel, where the employee exercises their right to such a hearing.

### **Appeal Panel**

The Appeal Panel will meet to hear an appeal from the employee, with their representative, and the Principal and representative of the Selection Panel. The Governors on the Appeal Panel are not involved in the process prior to the Appeal Hearing.

## **3.3 Support during the process**

### **3.3.1 Support for the Principal**

The Principal will be advised and supported throughout the process by E-ACT Human Resources.

Occupational Health support is also available.

Trade Unions may also provide support.

### **3.3.2 Support for Staff**

Occupational Health and Union representatives have a role to play in supporting staff.

Principals may be aware of employees who have particular needs because of their circumstances.

Link officers from E-ACT Human Resources will help staff to consider and apply for suitable alternative employment and discuss other options.

### **3.3.3 Support for the Selection Panel**

The Panel will be supported and advised throughout the process by the Principal and Officers from E-ACT Human Resources.

Governors will be briefed at the outset of the process by an officer from E-ACT Human Resources and provided with copies of the guidelines.

### **3.3.4 Support for the Appeal Panel**

The Panel will be advised by an officer from E-ACT Human Resources.

The Appeal Panel should not know any of the detail of the case until they receive the relevant papers prior to the Appeal hearing.

## **3.4 Alternatives to Redundancy**

### **3.4.1 Prior to employees being selected**

If at any time there is a reduction in staff numbers, e.g. a member of staff resigns, and this is a solution to the redundancy situation, the process should cease.

### **3.4.2 After employees are selected**

If an employee who is not selected indicates in writing that they are leaving the school and this reduction resolves the redundancy situation, the process can cease.

A situation may arise when a resignation means a replacement is necessary, as this is in an area where there is not a potential redundancy situation. Those who are potentially redundant should be considered for such vacancies providing they have the necessary skills, experience and qualifications.

Once an employee has been selected for redundancy they may secure alternative employment. If it is with another E-ACT Academy under the Redundancy Modification Order and the offer is made to them before the notice is effective, and is for a post that commences within 4 weeks of the effective date of dismissal, they are not redundant, and the employee is not legally entitled to any redundancy payment. Further advice upon employee situations can be provided by E-ACT Human Resources.

If the Academy needs to lose more than one employee, for example, where there are 4 teaching posts to lose and this is subsequently reduced to 3, the rank order of selected employees will determine who is no longer 'at risk', unless there is an issue regarding a particular subject/skill.

### **3.4.3 Alternative Employment**

E-ACT Human Resources has a legal obligation to take reasonable steps to find suitable alternative employment for employees at risk of redundancy.

E-ACT Human Resources will nominate selected employees for consideration to vacancies at other Academies. While it cannot insist that the Academy with delegated powers employ 'at risk' staff, E-ACT Human Resources will contact the Academy advertising posts to nominate redeployees who may be suitable.

Under the School Standards and Framework Act, Governing Bodies are required to give the E-ACT Human Resources an opportunity to nominate a redeployee and to give consideration to the nomination.

## **3.5 Redeployment**

### **3.5.1 General Notes:-**

Employees who have been selected for redundancy will be given redeployment status.

Selected employees will be offered a counselling session with an officer from E-ACT Human Resources, to advise on the redeployment process.

The Academy that advertise posts will be contacted and asked to consider redeployees who may be suitable and to provide a 'priority' or 'guaranteed' interview.

Redeployees are advised to maintain regular contact with their link officer in E-ACT Human Resources.

The Occupational Health Service can provide specialist support and advice to employees.

Sheffield Futures can provide advice on jobs, training and learning for adults.

Redeployment will be sought from the point at which an employee is selected until the date a dismissal takes effect.

### **3.5.2 Features of Redeployment:-**

#### **Teachers**

When a school has been closed or amalgamated under statutory procedures, salary protection is given to a teacher who is appointed to a post in a lower grade in accordance with the Schoolteachers' Pay and Conditions Document.

Redeployees are entitled to receive some compensation for additional travelling expenses. This will continue for a period of up to four years whilst that person remains in post.

Redeployees are legally entitled to a four-week trial period in their new post. This time can be used to identify training needs.

#### **Support Staff**

E-ACT redeployment policy does not protect hours or overtime but does offer limited salary protection as follows:

Pay will be 'red-circled' for two years at no more than one grade higher, from the date of redeployment. This means that the rate of pay at the time of redeployment stays the same (without any increments or pay award) for two years. At the end of the two years the employee will be paid the actual rate of the new post. However, where the employee's pay is equivalent or less than the hourly rate for SCP 13, the pay is 'red-circled' for a maximum period of four years from the date of confirmation of redeployment.

Redeployees are entitled to receive some compensation for additional travelling expenses. This will continue for a period of up to four years whilst that person remains in post.

Redeployees are entitled to a four-week trial period in their new post. This time can be used to identify training needs.

## **SECTION 4**

### **4.1 CONSULTATION**

## 4.1 Consultation

The purpose of consultation is to ‘provide as early an opportunity as practicable for all concerned to share the problem and explore the options’ (extract from ACAS Booklet).

### Documentation of the Consultation Process

- All aspects of consultation should be detailed and documented so that the process of the potential redundancy situation can be clearly demonstrated.

### Timescale

It is a statutory requirement that consultation must start ‘in good time’ when redundancies are being contemplated.

### Method

ACAS advise that employers should consult “as fully as possible”.

Consultation should take place with a view to reaching agreement with the trade union representatives

Meaningful consultation should be undertaken about ways of:

- avoiding the dismissals
- reducing the numbers of employees to be dismissed
- mitigating the consequences of dismissals

As part of this process it is necessary to demonstrate that any alternative suggested by the Trade Unions or employees has been considered.

Documentation of the consultation will enable The Academy to show that they have shared information, considered representations, and aimed to reach agreement.

#### 4.1.1 Initial staff meeting

As much information as is available should be shared with staff and further meetings held with appropriate staff groups as additional information is known.

#### 4.1.2 Consultation meetings with Union representatives

In order to comply with legislation, the following information must be

supplied to the Trade Union representatives in writing. A model letter is attached (Appendix A):

- **the reasons why the Governing Body proposes to make employees redundant.**
- **the number and general description of those who may be dismissed, i.e. Teachers, Support Staff.**
- **the total number in the categories affected.**
- **the method of carrying out the dismissal.**
- **how it is proposed to select employees for redundancy against the criteria.**
- **the timescale to enable dismissal for redundancy to take place fairly.**

The purpose of the consultation meetings is to consider the views and comments from staff and their representatives with a view to reaching agreement.

The selection panel should consider and respond to issues raised by the representatives and follow this up in writing.

It is a process of consultation and not negotiation and it is possible, therefore, that although agreement is sought that it may not be reached.

**Consultation meetings are likely to involve detailed discussion of the following:**

**Information regarding the budget** (where this is the reason that the school's requirements for employees have ceased or diminished)

- The Budget may mean that the Principal and Governing Body decide that some areas or activities will cease or diminish. This is a management decision and should be substantiated in accordance with the School Improvement Plan and Post Ofsted Inspection Report.
- The Principal and Governing Body are responsible for establishing the priorities and how the budget money will be allocated .
- An explanation of budget headings, including:
  - any increases / decreases in allocation
  - how the budget compares to last year,

- what has been 'vired' from where and the reason
- how / why has any underspend been used / not used to help protect jobs
- how the staffing structure has changed since last year
- the number and description of posts where reduction may result in dismissal
- discussion on ways of: avoiding the dismissals, reducing the number of employees to be dismissed, including measures that have been taken to avoid redundancy, or mitigating against the consequences of the dismissals
- how the criteria will be determined
- information about the 'pools' of those who are to be considered for redundancy and how these have been established
- detailed selection criteria
- how information about employees will be gathered
  - e.g.: a) skills and experience audit
  - b) professional judgement of Principal
  - c) other sources of information that may be used, e.g. job description, original application form, employment history.
- the process of communication throughout the process eg staff circulars, notice boards, letters, meetings.

Throughout the process, all information that is given to Trade Unions and staff should be documented and copies provided to representatives.

## **SECTION 5**

- 5.1 IDENTIFYING THE 'POOL' OF STAFF FOR REDUNDANCY**
- 5.2 SELECTION CRITERIA**
- 5.3 COMPILATION OF THE EXPERIENCE AND SKILLS AUDIT FORM FOR TEACHERS**
- 5.4 COLLECTING INFORMATION ABOUT EMPLOYEES**

## 5.1 Identifying the 'Pool' of Staff for Redundancy

The Selection Panel, advised by the Principal, will decide if the reduction in staffing is from:

- support staff - including particular categories
- teaching staff - inclusive or exclusive of the senior management team or those with Teaching and Learning Responsibilities

Governors should also consider if any employees are to be excluded from the pool, for example, because of a specialist skill or experience or appointment to a particular area, e.g. a nursery class.

### Pregnant Employees

The Selection Panel will ensure that pregnant employees are not discriminated against, directly or indirectly.

If a woman is on maternity leave during the consultation process, the Principal must ensure that she is fully consulted. Every assistance will be given to completion of the Skills and Experience Audit Form.

The Selection Panel identifies employees for redundancy on an anonymised basis.

If a pregnant employee or employee taking maternity leave is selected for redundancy, her notice period will be extended until the end of maternity leave. If it is not possible to redeploy her, she will not be required to repay Occupational Maternity Pay.

## 5.2 Selection Criteria

**The purpose of the selection criteria is that it should be a fair, objective and consistent means of identifying staff who may be made redundant.**

### 5.2.1 Criteria must be;

- reasonable
- non-discriminatory in relation to gender, disability, race, marital status, trade union duties, responsibilities, age, religious belief, sexual orientation, part time working. Special care should be

taken with those on temporary or fixed term contracts, and it should not be assumed that these employees will be selected. Advice is available from Human Resources,

### **Who decides the criteria?**

The Principal and Selection Panel, advised by HR, establish the proposed selection criteria and consult with representatives and staff before finally determining the criteria. The school improvement plan should be considered when determining the criteria.

### **How are the employee(s) selected?**

Employees within the 'pool' will be asked to complete an experience and skills audit form. This is then scored against the selection criteria and the required number of employees selected for redundancy. The employee with the lowest score will be the person selected.

#### **5.2.2 Teaching and Learning Responsibilities**

The Selection Panel should identify which Teaching and Learning Responsibilities will continue to attract management allowances and reflect the priority of these in the proposed selection criteria.

In the event that the holder of a TLR payment is selected for redundancy, the TLR responsibility may be reallocated.

Advice on such situations can be obtained from E-ACT Human Resources.

#### **5.2.3 Corporate Criteria**

The Selection Panel may consider the use of some, or all, of the corporate criteria. The use of corporate criteria will form part of the consultation process.

The corporate criteria relate to:

- Length of service
- Conduct
- Capability
- Attendance

The corporate criteria matrix and pro forma are attached (Appendix B)

#### **5.2.4 Length of Service**



### 5.2.9 **Support Staff**

The criteria to be used to select support staff may include educational criteria, other criteria relating to skills and experience, and / or corporate criteria.

## 5.3 **Collating Information about Employees**

### **Experience and Skills Audit Forms**

The Experience and Skills Audit Form is used to assess employees against the selection criteria. A weighting is applied to specific criteria, according to the priorities of the school.

The purpose of the skills audit form is for the employee to provide information on their skills and experience.

The form is divided into a number of key areas, and teachers are asked to indicate their level of contribution.

**The information gained is then assessed against the selection criteria.**

The skills audit forms should be given to all staff who are in the 'pool' along with the selection criteria that are to be used.

This gives staff the opportunity to complete the form with full knowledge of the school requirements and priorities.

A minimum of 1 week should be allowed for completion.

#### 5.3.1 **The Form**

The employee should sign and date the form or, if they have not completed the form, the Principal should note this on the space left for the employee's signature on the form.

Details relating to corporate selection criteria will be completed by the Principal and given to the employee to verify.

#### **Job Sharers**

Job sharers are treated the same as part-time and full-time staff. Each job sharer will complete the Experience and Skills Audit Form and this will be assessed individually.

#### **Temporary Employees**

Depending on the length of service and nature of the contract, temporary employees may be included in the 'pool'. It should not be assumed that a temporary employee is selected prior to permanent employees. Human Resources will advise on particular circumstances.

### 5.3.2

#### **General Notes**

- The employee should retain a copy of the form themselves.
- Trade Union Representatives advise their members to complete these forms. However, if an employee does not wish to complete the form, it should be filled in by the Principal and a copy given to the employee, allowing them time to make any comments.

### 5.3.2 **Help for Employees**

- It may be appropriate that the Deputy Principal, or other identified colleague gives advice and support to staff in The Academy, providing they are not in the pool of employees who will be made redundant.
- Trade Union Representatives may offer assistance to members.
- The Principal may give a briefing session when handing out the forms and selection criteria so that all staff are clear about the status of the forms and what information they should provide.

### 5.3.3 **Relevant information**

- Evidence may only be used relating to work carried out in contracted hours or directed time. This is in order to comply with the Sex Discrimination Act.
- Evidence should be considered over a reasonable length of time, that is relevant to the current employment - for example, 3-5 years.
- If other sources of information are to be used in addition to the skills audit form and the professional judgement of the Principal, this should be made clear to the staff.

### 5.3.4 **Validation of Completed Forms**

The Employee self-scores the form and returns it to the Principal.

The Principal is advised to meet with each employee, in the presence of their representative if requested, to validate the information they have given.

A note should be kept of the validation meeting (time/date), who was present and what was agreed/adjusted/not agreed.

The employee should be aware of any areas of disagreement and the professional judgement of the Principal about the score they are to be given.

The Principal transfers scores from the Experience and Skills Audit form onto a summary form - The Selection Criteria Score Matrix. The appropriate weighting for the educational criteria should be applied. The scoring for the corporate criteria is also recorded on the summary form.

#### 5.3.5 **Anonymity**

- Names will be removed from Experience and Skills Audit Forms, and replaced with alpha or numeric identification. This is in order that, as far as possible, the Selection Panel can not identify employees when making selections.

#### 5.3.4 **Selection Criteria Score Matrix**

- This is the chart that summarises how all staff have scored against the criteria.

An example of this form is attached (Appendix C). All information should be recorded on this form by the Principal.

## **SECTION 6**

### **6.1 MEETING OF THE SELECTION PANEL TO APPLY THE SELECTION CRITERIA**

## **6.1 Meeting of the Selection Panel to apply the Selection Criteria**

### **6.1.1 Preparation**

Each member of the selection panel should receive prior to the meeting:

- selection criteria
- copies of all the skills audit forms (without names)
- selection criteria matrix

The Principal will have other relevant information to hand, e.g. job descriptions.

### **6.1.2 Note-taking**

The principal should arrange for notes to be taken of the meeting recording reasons for the selection.

This will be needed for the Selection Hearing / Appeal Hearing.

### **6.1.3 Process**

The Principal will discuss each set of scores and explain why points have been awarded.

The selection criteria should not be altered during the selection process. Alterations to the matrix should only be made if it is found there has been a factual error. The professional judgement of the Principal should normally be the means of evaluating the information given by employees.

Employee(s) will then be selected.

### **6.1.4 Selection of Employee(s)**

From the information on the matrix the required number of employees should be selected.

The employee(s) with the least points will be selected for redundancy.

The Principal will then identify the employee(s) concerned and whether they are full or part-time, assessing this against the number

the school is required to lose.

If a redundancy of 0.5 f.t.e. is required and a full-time teacher is selected, they can be offered a reduction of hours, or alternatively redeployment to a full-time position will be sought.

If a reduction of 1 full-time teacher is required and a 0.5 teacher is selected, the next employee should also be selected and if this is a full-time teacher they should be offered a reduction of hours, or alternatively redeployment to a full-time position will be sought.

#### **6.1.5 Informing the employee**

Prior to selection it is advisable for the Principal to establish how those in the 'pool' would wish to be informed of any selection. Normally, the Chair of the Selection Panel, or other panel member if this is not possible, and the Principal would personally inform the employee that they have been selected for potential redundancy and that they are entitled to a hearing and appeal. However, if an employee indicates that they prefer to be informed by a different method, such as a telephone call to home, this will be respected.

A letter should be given to the employee, formally notifying them of their selection. A model letter is attached (Appendix D). The employee should be provided with relevant documentation, referred to in the letter.

Other information can also be discussed such as the redeployment process although it may be appropriate that this is covered at another meeting.

Such a situation is undoubtedly stressful for all concerned. The Principal will have a view on how this should be managed, taking account of the help and support the employee requires. Cover arrangements should be made to allow the employee to talk to their Trade Union Representative, or colleagues, or to go home.

See also section on 'Support for Staff', Section 3.

#### **6.1.6 Communication**

Communication about those selected for redundancy (subject to a hearing and appeal) should be made to the appropriate 'pool'.

The details of employees selected for redundancy should not be made to the rest of the Governing Body until after the outcome of the

Appeal hearing.

**6.1.7 Decision of a selected employee not to exercise their right to a Hearing**

Should the selected employee decide not to appeal against their selection for redundancy, a letter should be sent to the employee confirming this. A model letter is attached (Appendix D).

## **SECTION 7**

**7.1 HEARING AND APPEAL HEARING**

**7.2 PROCESS FOR SELECTION PANEL HEARING**

**7.3 PROCESS FOR APPEAL HEARING**

**7.4 ISSUE OF DISMISSAL NOTICE**

## 7.1 Hearings

**The employee is entitled to a hearing by the Selection Panel and an appeal hearing with the Appeals Panel before any dismissal is confirmed.**

### 7.1.1 Selection Panel

- The Selection Panel will hear representations from the employee and their Trade Union or other representative.
- The Panel will be advised by an officer from E-ACT Human Resources.
- It is advisable that a Panel member takes notes during the hearing including the reasons if an employee's score is changed.

#### Before the Hearing

- A copy of the conduct of the hearing must be provided with the letter notifying the employee of their selection for redundancy and right to a hearing.
- The Panel and Principal will prepare a Statement of Case including the matrix for all in the 'pool' who were considered for potential redundancy. This must be given to the employee and their representative five working days prior to the hearing. It is advisable to have agreed dates in advance for Hearings and Appeal Hearings as part of the consultation process.

A Statement of Case will outline the reason for redundancy, the consultation process, and explanation of the 'pool' and selection criteria. Relevant documents and notes of consultation meetings will be attached.

If an employee chooses not to exercise their right to a Hearing this is confirmed in writing (see Appendix D) by the Chair of the Selection Panel.

#### Conduct of the Hearing

The process for the hearing is outlined at 7.2.

- Employees have the right to representation.

- The Principal and representative of the Selection Panel will put the case and explain how the employee has scored on the matrix.
- The employee/representative makes their representation to the Panel regarding their selection. The Selection Criteria itself is not a reason for representation as this has formed part of the consultation process, therefore it is only the application of the Selection Criteria which may be challenged.
- The confidentiality of the matrix given to the employee and the selection panel should be observed.
- It is advisable to share the matrix at the Selection Hearing, with names omitted and the alpha or numerical identification that has been used.
- It is the employee's employee score that is the subject of the hearing. The matrix, which shows the anonymised scores for all employees in the 'pool', is to enable the management representatives to demonstrate and explain how different scores have been allocated.
- The Selection Panel decides whether the employee should be awarded further points or not and whether they are still selected for redundancy.
- Following an adjournment for consideration, the Selection Panel notifies the employee of their decision verbally and this is confirmed in writing. (See Appendix D). If they are no longer selected for redundancy E-ACT Human Resources will advise on an appropriate letter to the employee.
- If another employee has been selected for redundancy by this process they need to be informed as soon as possible and their Selection Hearing arranged.

### **7.1.2 Appeal Hearing**

The Appeal Panel will hear the appeal from the employee, with their representative. The management statement of case will normally be presented by the Chair of the Selection Panel and the Principal.

The Appeal Panel will be advised by an Officer from E-ACT Human Resources.

Before the Appeal Hearing the Appeal Panel should receive:

- The statement of case from the management representatives (including the matrix) for all in the pool who were considered for potential redundancy).
- A copy of the conduct of the hearing.
- Any papers that the employee/representative wish to present.

Conduct of the Appeal Hearing

- The process for the hearing is outlined at 7.3.
- Employees have the right to representation.
- Both sides will put their case to the Appeal Panel who will decide whether:
  - i) the process adopted by the Selection Panel is thorough and fair
  - ii) the criteria for selection have been applied consistently and objectively
- The Appeal Panel will decide if they agree with the number of points allocated and whether the employee is still selected for redundancy.
- It is the employee's employee score that is the subject of the hearing. The matrix, which shows the scores for all employees in the ' pool', is to enable the management representatives to demonstrate and explain how different scores have been allocated. The Appeal Panel will be able to use the matrix to determine, in the event of additional points being awarded, whether the employee is still selected for redundancy.
- It is advisable to share the matrix at the Appeal Hearing, with the alpha or numeric identification.
- The confidentiality of the matrix given to the employee and the Appeal Panel should be observed.
- Following an adjournment for consideration, the Panel will notify the employee of their decision verbally and confirm it in writing.

- Where the selection is upheld, the Panel forwards a letter to the Executive Director of E-ACT, requesting the issue of a letter of dismissal.

## **7.2 Process for the Selection Panel Hearing**

### **Purpose**

To consider representations from school employees who have been informed that they have been selected for redundancy.

### **Conduct of Hearing**

- The Chair introduces all parties and outlines the purpose of the meeting.
- The Chair, with supporting information being provided by, or on behalf of, the Principal, will then make a statement concerning the selection of the employee against the criteria.
- The employee/representative have the opportunity to ask questions of the Panel and the Principal.
- The employee and/or representative may make a statement concerning his/her appropriateness for selection in relation to the criteria determined.
- Members of the Panel may then ask questions of the employee/representative.
- The employee/representative have an opportunity to sum up if they so wish.
- The employee/representative will then withdraw and the Panel will consider its decision.
- The Chair will announce the decision of the Panel.
- The decision will be confirmed in writing to the employee/representative.

## **7.3 Process for the Appeal Hearing**

### **Purpose**

To consider appeals from Academy employees who have been informed that they have been selected for redundancy.

- The decision for redundancy will have been made by the Selection Panel of the Governing Body, a governor from the Selection Panel, along with the Principal, are referred to below as the management representative who will present their case.
- The employee appeal is regarding why he/she should not be selected.

### **Conduct of Hearing**

- Chair introduces all parties and outlines the purpose of the meeting.
- The management representatives may make a statement concerning the selection of the employee against the criteria.
- The employee/representative to have the opportunity to ask questions of the management representatives.
- The members of the Panel may then ask questions of the management representatives.
- Employee and/or representative may make a statement concerning his/her appropriateness for selection in relation to the criteria determined.
- The management representatives to have opportunity to ask questions of the employee/representative.
- Members of the Panel then ask questions of the employee/representative.
- The management representatives followed by the employee/representative, to have an opportunity to sum up if they so wish.
- The employee/representative and the management representatives will then withdraw and the Panel will consider its decision.
- The Chair will announce the decision of the Panel.
- The decision will be confirmed in writing to the employee/representative.

## **7.4 Issue of Dismissal Notice**

E-ACT will notify the employee of their dismissal within 14 days of the receipt of notification from the governors. It is essential that a letter is received from

the governors in sufficient time for the statutory and contractual notice period to be met.

The letter from E-ACT to the employee will state:

- reasons for the dismissal
- any redundancy pay to which the employee is entitled
- the notice period
- the effective date of termination
- that suitable alternative employment will continue to be sought
- that the employee has a legal right to time off to seek suitable alternative employment

#### **7.4.1 Dismissal Costs**

Community The Academy; all costs of dismissal and redundancy are paid by The Academy Budget.

Aided + Foundation The Academy are responsible for redundancy costs.

#### **Employment Tribunals**

At an Employment Tribunal, where E-ACT is the employer, the E-ACT/Governing Body will be a joint respondent. Where E-ACT advice has not been followed by a Governing Body, the Academy will be responsible for all costs arising from an Employment Tribunal.

# **APPENDICES A**

## **CHECKLIST FOR THE PROCESS**

## Appendix A

### CHECKLIST FOR THE PROCESS

STEPS	PEOPLE INVOLVED	TIMESCALE
<p>1. Inform those involved of the potential redundancy situation (in writing to staff and TUs)</p> <p>Joint consideration of alternatives possible at this stage</p>	<p>Principal</p> <ul style="list-style-type: none"> <li>- Staff</li> <li>- TUs</li> <li>- Governing Body</li> </ul>	<p>As early as possible after receipt of budget</p>
<p>2. Decision on spending</p> <p>Identification of deficit</p> <p>Confirmation of size of the potential redundancy situation involved</p>	<p>Principal</p> <p>Governors</p> <ul style="list-style-type: none"> <li>- Staff</li> <li>- TUs</li> </ul>	<p>As early as possible after receipt of budget</p>
<p>3. Quorum of Governing Body delegates responsibility to 2 panels</p> <ul style="list-style-type: none"> <li>- Selection panel</li> <li>- Appeal panel</li> </ul> <p>Minimum of 3 governors for each panel excluding staff governors</p>	<p>Principal</p> <p>Governing Body</p>	
<p>4. Selection Panel and Principal should commence consultation in 'good time' and meet</p> <ul style="list-style-type: none"> <li>- Staff</li> <li>- TUs</li> </ul> <p>Sharing all possible information regarding the situation, seeking to reach agreement and jointly looking at alternatives</p> <ul style="list-style-type: none"> <li>- Write to TUs giving full information and invite to meetings to consult about budget situation and all other information available at this time</li> <li>- Share information with staff, e.g. staff meeting</li> </ul>	<p>Selection Panel</p> <p>Principal</p> <ul style="list-style-type: none"> <li>- Staff</li> <li>- TUs</li> </ul>	<p>Ongoing throughout process</p>
<p>Agree:</p> <ul style="list-style-type: none"> <li>- Date of selection</li> <li>- Selection hearing</li> <li>- Appeal hearing</li> </ul>	<p>Selection Panel</p> <p>Principal</p> <ul style="list-style-type: none"> <li>- Staff</li> <li>- TUs</li> </ul>	<p>Ongoing throughout the process</p>

<b>STEPS</b>	<b>PEOPLE INVOLVED</b>	<b>TIMESCALE</b>
5. Principal and Selection Panel meet to draft selection criteria, adapting model criteria to their requirements	Principal Selection Panel HR	
6. Draft criteria shared with:  - Staff - TU reps  (send to reps and invite to meeting)	Principal	
7. Meeting with TU reps  - draft selection criteria - draft experience and skills audit forms - confirm the dates for the process	Principal Selection Panel TUs	Ongoing
8. Comments received from TUs and staff (ongoing process - in writing and at meetings)	TUs Principal Selection Panel	
9. Final version of criteria and experience and skills audit determined  Notification in writing to:  - Staff - TUs	Principal Selection Panel  - Staff - TU reps	
10. Selection criteria and experience and skills audit form distributed to 'pools' of staff, who are in a potential redundancy situation	Principal Staff	
11. Experience and skills audit forms returned to Principal	Principal Staff	
12. Principal meets staff to validate experience and skills audit forms (employee meetings)	Principal Staff	After forms returned
13. Selection Panel and Principal meet to apply selection criteria and identify employee(s)	Principal Selection Panel Personnel Adviser	
14. Employee(s) are notified of their selection, their right to a selection hearing and an appeal hearing, before the decision is taken to dismiss	Principal Rep from Selection Panel	
15. Selection Hearing  - Decision is taken whether the employee is still selected for redundancy	Principal Selection Panel Personnel Adviser Named employee(s) TU rep	
16. Employee(s) are notified of the decision, if	Principal	Immediately after the

<b>STEPS</b>	<b>PEOPLE INVOLVED</b>	<b>TIMESCALE</b>
still selected for redundancy they are informed of their right to appeal	Selection Panel	hearing
17. Appeal hearing, if required, to decide whether the employee is still identified for redundancy	Principal Rep from Selection Panel Personnel Adviser Named employee TA rep Personnel Adviser to the Appeal Panel	
18. Employee notified of decision	Appeal Panel	
19. School requests E-ACT Resources to issue dismissal notice(s)	Chair as appropriate from Selection or Appeal Panel	
20. Dismissal letters hand delivered to employee(s)	E-ACT Human Resources	

# **APPENDICES B**

## **MODEL LETTERS TO TRADE UNIONS**

**Appendix B (1)**

**Example Letter to Trade Unions (Teacher & Support Staff) to notify of Potential Redundancy Situation**

*Date*

#  
#  
#  
#

Dear #

**POTENTIAL REDUNDANCY SITUATION**

I am formally notifying you of a potential redundancy situation at Parkwood Academy, as a result of ( budget deficit, declining pupil numbers etc)

I am inviting you to a consultation meeting with myself and the Selection Panel, to be followed by a meeting with the staff.

The agenda for the meeting is;

- the reason for the proposed redundancy
- the number and category of staff who may be dismissed
- the total number in the category affected
- the redundancy selection process and timetable
- joint consideration of alternatives, including consideration of ways to avoid any dismissals, reduce the number of dismissals and mitigate the consequences of any dismissals

A further consultation meeting is planned for.... at which discussion can take place on the proposed selection criteria and methods, and the skills and experience audit.

If you have any queries in the meantime please do not hesitate to contact me.

Yours sincerely

Principal

**Example letter to Trade Unions (Teaching and Support Staff) regarding consultation**

Dear

Consultation Meeting with the Trade Unions on . . . . . at . . . . .

I write to summarise the issues discussed at the above meeting and also enclose a copy of the notes of that meeting. Consideration has been given to the points and issues you raised at the meeting, by the Selection Panel and myself  
*(School comments: to include response to any alternatives which would solve or reduce the number to be dismissed.)*

I am now confirming that the following selection method and criteria are to be used.  
*(as amended at or following the consultation meeting – if this has been the case)*

I will be pleased to receive any further comments from you should you have further consultation with your members about this issue. If you require more information or another meeting please contact me by . . . . ., after which the date the experience and skills audit forms will be distributed with the selection criteria and applied on. . . . ., as notified to you and staff.

I remind you that any subsequent Selection Hearing will hear representations on the application of the selection criteria and will not consider the criteria that have been determined, as this consultation period is the opportunity to discuss and comment upon the criteria. As agreed at the meeting, I confirm that the following timescale agreed will be operating

*date of hearing (s)*

*date of appeal (s)*

so allowing reasonable time for case preparation.

I believe that this is a true reflection of what was discussed, however, should you have any queries, please do not hesitate to contact me.

Yours sincerely

Principal

# **APPENDICES C**

## **MODEL SELECTION CRITERIA SCORE MATRIX**

### **CORPORATE CRITERIA**

### **PRO-FORMA FOR ASSESSMENT OF CORPORATE CRITERIA**



**Appendix C**

**CORPORATE CRITERIA**

<b>CRITERIA</b>	<b>BAND AND POINTS SCORE</b>	<b>BAND AND POINTS SCORE</b>	<b>BAND AND POINTS SCORE</b>	<b>BAND AND POINTS SCORE</b>	<b>BAND AND POINTS SCORE</b>
LENGTH OF SERVICE*	One point for each 2 completed years of service with the City Council and 1/24 of a point of each completed month of service with the City Council				
CONDUCT	No formal disciplinary warning recorded on the personal file  4	Formal Level I disciplinary warning recorded on the personal file  3	Formal Level II disciplinary warning recorded on the personal file  2	Formal Level III disciplinary warning recorded on the personal file  1	
ATTENDANCE Any certificate or doctors note covering a period of sickness which would normally be regarded as uncertified or self-certificated absence, will be disregarded, and the absence treated as uncertificated for the purpose of this criteria	No working days lost in the previous 12 months due to uncertified or self-certified sickness absence or any unauthorised absence  4	Up to 4 working days lost in the previous 12 months due to uncertified or self-certified sickness absence or any unauthorised absence OR Exhausted sick pay entitlement with service of more than 10 years  3	Up to 7 working days lost in the previous 12 months due to uncertified or self-certified sickness absence or any unauthorised absence OR Exhausted sick pay entitlement with service of between 5 and 10 years  2	8 or more working days lost in the previous 12 months due to uncertified or self-certified sickness absence or any unauthorised absence OR Exhausted sick pay entitlement with service of less than 5 years  1	A point will be deducted for any employee who in the previous 12 months has had 4 separate occasions of uncertified or self-certified sickness absence or any unauthorised absence OR A total of more than 12 days absence in the previous 12 months due to uncertified or self-certified sickness absence or any unauthorised absence
INCAPABILITY To include all issues covered by the agreed procedure for managing incapability at work	Employee not part of Ill Health or Capability Procedure  4	Employee within Informal Stage of Ill Health or Capability Procedure  3	Employee within 1 <sup>st</sup> formal stage of Ill Health or Capability Procedure  2	Employee within 2 <sup>nd</sup> formal stage of Ill Health or Capability Procedure  1	

OTHER CRITERIA	Other criteria which are relevant to a department's particular circumstances and which would be subject to Corporate approval
----------------	-------------------------------------------------------------------------------------------------------------------------------

## **NOTES ON CORPORATE CRITERIA**

### **1 Attendance**

- (a) Uncertified or self certified absence is defined as absence which is not certified by a medical practitioner.  
Private medical certificates do not constitute acceptable certification for the purposes of these criteria.
- (b) Absence which is pregnancy related and which occurred prior to maternity leave should be disregarded for the purposes of these criteria.

### **2 Service**

E-ACT

Where employees were transferred as a result of designation under 1985 Local Government Act service with SYCC should count as service with Sheffield for selection purposes.

Where employees were offered jobs with Sheffield prior to abolition and commenced employment with Sheffield within 4 weeks of abolition then service with SYCC should count as service with Sheffield for selection purposes.

### **3 Equality Issues**

In applying the attached criteria Managers will consider the factual information relating to the employee (length of service, attendance records, etc). In addition Managers will also take account of legally relevant factors relating to the employee (for example sex, race, disability status) in order to avoid, wherever practical or legally possible, any unintended or unavoidable discrimination in the final application of the selection criteria.

For example, with regard to employees defined as disabled under the Disability Discrimination Act 1995, there is an obligation to consider the impact of the selection criteria on that employee prior to its application.

Recognising that there could be difficulties in these areas, Principals are advised to consult with E-ACT Human Resources before making final decisions on the application of selection criteria in order to protect both the employees and E-ACT legal position.

**Form to be completed by Principal to assess Corporate criteria  
for each employee**

**CORPORATE CRITERIA - INFORMATION PRO-FORMA**

\_\_\_\_\_ Academy

Reference Code of employee \_\_\_\_\_

Date Completed by Principal \_\_\_\_\_

- Date for calculation of service and conduct, attendance and incapability in the last 12 months is:

Date \_\_\_\_\_ Points

- **Length of service with E-ACT**

- date of commencement \_\_\_\_\_

- completed years and months \_\_\_\_\_

by \_\_\_\_\_

- **Conduct**

Details of any formal disciplinary warnings recorded on Personal file:

- **Attendance**

Dates of working days lost in the previous 12 months due to uncertified or self-certified sickness absence or any unauthorised absence:

Exhausted sick pay entitlement: YES / NO

4 separate occasions of uncertified or self-certified  
sickness absence or any unauthorised absence:  
YES / NO

Total of more than 12 days absence in the previous months  
due to uncertified or self-certified sickness absence or any  
unauthorised absence:

YES / NO

- **Incapability**

Details of any informal action under the agreed procedure for managing incapability  
at work:

\_\_\_\_\_

Total points =

Employee's signature \_\_\_\_\_

Date \_\_\_\_\_

# **APPENDICES D**

## **MODEL LETTERS FOR EMPLOYEES IDENTIFIED FOR POTENTIAL REDUNDANCY**

**Example Letter to selected employee notifying the employee of their right to a Hearing**

*Date*

#

#

#

Dear #

**Potential Redundancy Dismissal**

I write further to the recent consultation regarding the potential redundancy situation at...school. The selection panel and principal have given careful consideration to the situation and have attempted to avoid a redundancy situation. Unfortunately this has not been possible due to ( budget position, declining pupil numbers etc). Governors have therefore applied the selection criteria, as detailed in the Skills and Experience Audit and consequently you have been identified from the pool as being potentially redundant.

Before a final decision is made you are entitled to a Hearing with the Selection Panel, and, if required to an Appeal Hearing. You are entitled to be represented at a hearing by your trade union representative.

I have arranged for a Hearing with the Selection Panel to take place on .... at.....

A Statement of Case will be provided to you in advance of the Hearing, along with the Selection Criteria Score Matrix. You are asked to treat this information as confidential.

You will also receive a copy of the Redundancy Procedure, which includes the format for the conduct of the Hearing.

I should be grateful if you would inform me in writing by... whether or not you wish to have a Hearing. If you wish to submit any documentation yourself, please provide me with it in advance and I will then ensure copies are available for the governors.

I wish to assure you that every effort will be made to seek alternatives to redundancy, and Officers from Human Resources will work closely with you regarding any posts that may be suitable.

Yours sincerely

Principal

**Appendix D (2)**

**Example Letter to selected employee who does not exercise their right to a selection or appeal hearing**

*Date*

#  
#  
#

Dear #

**SELECTION FOR REDUNDANCY**

I write further to my letter dated...regarding your selection for potential redundancy.

You have decided that you do not wish to exercise your right to a Hearing or Appeal Hearing regarding your selection.

Your identification was based upon the application of the selection criteria by the Selection Panel, following a period of consultation with yourself and your Trade Union.

In accordance with the procedure, I will now notify the Director of E-ACT of the situation, and you will receive a formal letter giving you notice of dismissal on the grounds of redundancy. This letter will include details of your entitlement to any redundancy pay.

I wish to assure you that we will continue to seek alternatives to redundancy, and Human Resources will work closely with you.

Yours sincerely

Chair of Selection Panel

**Example Letter for employee confirming outcome of Selection Panel Hearing**

*Date*

#  
#  
#

Dear #

**REPRESENTATION AGAINST SELECTION FOR REDUNDANCY**

I write to confirm the decision of the Selection Panel following the Hearing on.....

The Panel consisted of #, # and #. You were represented by #, your Trade Union Representative.

The Panel took careful note of the points made in your support by your Trade Union Representative, #. The Panel also listened very carefully to the supporting comments made by the Principal. After giving your case very serious consideration, the conclusion of the Panel was that the selection procedure had been followed fairly and the selection criteria had been adhered to. Consequently the governors upheld your selection.

You are entitled to appeal to the Governing Body's Appeal Committee. An Appeal Hearing has been arranged for.....at.....

You already have a Statement of Case, Selection Criteria Score Matrix, and a copy of the Redundancy Procedure , which includes the format for the Appeal Hearing.

If you wish to submit any documentation yourself, please provide me with it in advance of the Appeal Hearing and I will arrange for the governors to receive a copy.

I should be grateful if you would inform me in writing by... whether or not you wish to have an Appeal Hearing.

Yours sincerely

Chair of the Selection Panel

Example Letter for employee confirming outcome of Appeals Committee

*Date*

#  
#  
#  
#

Dear #

**APPEAL AGAINST SELECTION FOR REDUNDANCY  
REPRESENTATION AGAINST SELECTION FOR REDUNDANCY**

I write to confirm the decision of the Appeal Panel following the Appeal Hearing on.....

The Panel consisted of #, # and #. You were represented by #, your Trade Union Representative.

The Panel took careful note of the points made in your support by your Trade Union Representative, #. The Panel also listened very carefully to the supporting comments made by the Principal. After giving your case very serious consideration, the conclusion of the Panel was that the selection procedure had been followed fairly and the selection criteria had been adhered to. Consequently the governors have upheld your selection for redundancy.

I will now inform the Director of E-ACT of the situation, and you will then be sent a formal letter giving you notice of dismissal on the grounds of redundancy. This letter will include details of your entitlement to any redundancy pay.

I wish to assure you once again that we will continue to seek alternatives to redundancy and those Human Resources will work closely with you.

Yours sincerely

Chair of Appeals Committee