**REDUNDANCY CASE STUDY 2**

Case study – redundancy pools and criteria

Haven Telecoms are a telecoms and internet provider who specialise in the business sector but also have a residential client base. They supply everything from full turnkey intranet provision for larger businesses to bespoke support packages for start-ups. Their residential client base currently numbers around 195,000.

They employ 865 people made up of 100 engineers, installers and maintenance, 545 staff positions, 20 apprentices and 100 in their middle and upper management group.

Due to a loss of existing contracts, new contracts not being secured and work being outsourced, Haven Telecoms are announcing a significant redundancy of 345 jobs.

The Engineering department is comprised of engineering design (of systems and infrastructure), installation of fibre and network lines, installation of infrastructure (masts, cabinets etc.) and a maintenance team.

*These categories are broken down as follows:*

|  |  |
| --- | --- |
|  Job Category | Headcount |
|   | Current | Proposed |
| Engineers | 15 | 10 |
| Installers (fibre/network) | 45 | 24 |
| Installers (structural) | 22 | 11 |
| Maintenance | 18 | 0 |
|   |   |   |
| Total | 100 | 45 |

*The company are proposing the following pools in the Engineering department:*

1. Engineers
2. Installers and Maintenance

Across the staff areas, the bulk of the jobs are within the Customers Services Centre. This includes telephone operatives and support staff with assigned portfolios of business and residential clients.

Call centre staff are identified as operator 1: responsible for low level enquiries, operator 2: redirected queries from level 1’s associated with residential enquiries and operator 3: redirected enquiries form level 1’s associated with business enquiries. Operator 2’s and 3’s also deal with all other enquiries subject to demand/availability.

*These categories are broken down as follows:*

|  |  |
| --- | --- |
|  Job Category |  Headcount |
|  | Current | Proposed |
| Customer Services 1 (Call centre) | 225 | 128 |
| Customer Services 2 (Residential) | 110 | 65 |
| Customer Services 3 (Business) | 65 | 47 |
| Sales | 24 | 16 |
| Internal I.T. | 26 | 22 |
| Customer Support (Residential) | 27 | 24 |
| Customer Support (Business) | 25 | 15 |
| Product support | 25 | 21 |
| Project management | 12 | 10 |
| Finance | 72 | 30 |
| Logistics | 8 | 7 |
| Quality | 11 | 8 |
| HR | 15 | 7 |
| Management |  100 |  70 |
| Apprentices (business & trade) | 20 | 5 |
| Total | 765 | 475 |

*The company are proposing the following pools across the Staff areas:*

1. Customer Services & Customer Support, Sales
2. Quality, HR and Finance
3. Product Support, Project Management, Logistics and I.T.
4. Management
5. Apprentices

***Consider the proposed pools and draw up what criteria which might be used.***