## Unite the Union

Education Department

**Dealing with**

**Redundancy**

Workbook

**NAME:** ­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Dealing with Redundancy – 3 day on-line course**

**The course won’t answer all of your questions (that’s a job for you to go and find out!) but it aims to give you the key information that you’ll need as a rep faced with a potential redundancy.**

**As with all of Unite Education courses, we ask that you engage fully with the course and to respect all of the delegates who are on this with you.**

**For some of the tasks you’ll need to use the resource pack accompanying this workbook, but it may also be very helpful if you can access the internet too.**

**The topics we’ll be covering are:**

**Day 1 - what is a redundancy?**

**rights to consultation and information**

**consultation process**

**communicating with members**

**Day 2 - alternatives to redundancy**

**redeployment, bumping**

**reasonable alternative jobs**

**relocation**

**campaigning**

**support**

**Day 3 - selection criteria and pools**

**scoring and resource line**

**individual consultation and appeals**

**time off to look for work**

**unfair dismissal**

**redundancy pay**

**support**

# ACTIVITY 1: Introductions

**TASKS: Introduce who you are to the group:**

* **Where you work**
* **What you do and your rep role(s) – (WPR, H&S, ULR etc.)**
* **Your experience of redundancies**
* **What you think would be most help to you from this course**

***Make a note of the other delegates on the course when they introduce themselves:***

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**ACTIVITY 2: What is a redundancy?**

**TASKS:**

**How would you define a redundancy?**

**How long should consultation last?**

**How much redundancy pay are employees entitled to? Work out what you would get– your workplace may be Statutory Redundancy Pay or SRP with enhancements**

Notes:

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# ACTIVITY 3: Consultation.

**TASKS:**

**What would you expect / want from the consultation?**

**Who should be there?**

**Is there any legislation that can help?**

**What may happen if consultation isn’t ‘meaningfully’ undertaken?**

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# ACTIVITY 4: Communications

**TASKS:**

**What could you use to provide effective communications to your members?**

**What are the benefits / limitations / problems with each method?**

**Draw up an outline of what you might want to include in your redundancy comms – how would it look, what information etc.**

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DRAFT COMMUNICATION

# ACTIVITY 5: Campaigning

**TASK:**

**Think about how you would begin to organise a campaign?**

**Who can help, what sources of support are there?**

**What skills / resources do you need?**

**Outline what you would do to start a campaign about a redundancy**

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# ACTIVITY 6: Pools and Selection Criteria

**TASK:**

**How would you define a ‘pool’ – does that match with what your employer thinks?**

**How would you challenge your member’s pool allocation?**

**What criteria might be used?**

* **Are they objective or subjective?**
* **What are the categories to be scored?**
* **Should they be weighted?**
* **Who will do the scoring?**
* **How would you challenge them?**

**Your tutor will assign one of the case studies. (Study 1 p.12-15 - Study 2 p. 16-19)**

**Your task is to look at the HR1 and briefing notes and consider the proposed pools and draft up criteria which might be used.**

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**REDUNDANCY CASE STUDY 1 – THE ENGINEERING COMPANY**

Haven Engineering Group are a manufacturing and engineering company with 6 sites in the UK. They specialise in high skilled work in supplying a range of products to a number of industries. These products vary from pressed and shaped details, machined parts, electrical assemblies, through to large assemblies.

At the Burstall Garth site they employ 1740 people made up of 800 skilled and semi-skilled shop floor operatives, 820 engineering and support staff, 20 apprentices and 100 in their middle and upper management group.

Due to a decline in workload and work being placed into other sites within the group, they are announcing a significant redundancy for 915 jobs at Burstall Garth.

The proposed redundancy identifies a potential 600 Manual jobs to go.

On the shop floor, all electrical work and sheet metal work is being sub contracted or placed into other units. Only fitting, machining and treatment/paint work will remain.

The shop floor is currently employs 800, it is proposed to retain 200 in the following categories:

|  |  |  |
| --- | --- | --- |
| Job Category | Headcount | |
|  | Current | Proposed |
| Fitter | 475 | 148 |
| Electrician | 97 | 0 |
| Machinist | 92 | 30 |
| Sheet metal worker | 71 | 0 |
| Paint / treatments | 63 | 22 |
|  |  |  |
| Total | 800 | 200 |

*The company are proposing the following pools:*

1. Skilled group (fitter, electrician, machinist, sheet metal workers)
2. Semi-skilled group (s/s fitter, s/s electrician, paint/treatments)

The proposed redundancy also affects Managerial, Clerical, Professional, Quality and Technical jobs. Most of these reflect their linked activity to the shop floor.

The staff areas currently employs 820 in total and it is proposed to retain 555 roles in the following categories:

|  |  |  |
| --- | --- | --- |
| Job Category | Headcount | |
|  | Current | Proposed |
| Engineering design | 114 | 108 |
| Engineering planning | 96 | 65 |
| Engineering integrity | 50 | 47 |
| Engineering support | 85 | 53 |
| Engineering plant | 8 | 2 |
| Engineering facilities | 34 | 28 |
| Engineering I.T. | 26 | 22 |
| Customer support | 27 | 24 |
| Product support | 25 | 21 |
| Project management | 52 | 48 |
| Finance | 31 | 24 |
| Logistics | 101 | 36 |
| Clerical / admin | 80 | 20 |
| Quality | 76 | 45 |
| HR | 15 | 7 |
| Management | 100 | 70 |
| Apprentices | 20 | 5 |
| Total | 820 | 555 |

Whilst there are planned reductions in all of these categories the company are optimistic that there is the potential for growth in Engineering in 18 months to 2 years’ time.

*The company are proposing the following pools:*

1. Engineering
2. Support (incl. Project Management)
3. Finance, Logistics, Clerical/Admin, Quality and HR will all be as they stand

**Case study 1 – The Engineering Company**



|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1. Employer’s details \*** | | | | **7. Nature of main business (SIC code)** | | | | | |
| Name: HAVEN ENGINEERING  Address: 62 WEST WALLABY STREET  WIGAN  Postcode: WN1 2WT  Company or Charity Registration Number (if applicable):  Telephone: 01632 207222  Email: HavenEng@HEG.co.uk | | | | 25620 | | | | | |
| **8. Closure of the business** | | | | | |
| Do you propose to close this establishment? **~~Yes~~ / No** | | | | | |
| **9. Reasons for redundancies \*** | | | | | |
| Please tick one or more boxes to show the main reason(s) for the proposed redundancies | | | | | |
| **2. Employer’s contact details \*** | | | | A | Lower demand for products or services | | | |  |
| Name c/o Ian Gent  Address (if different to 1)  Postcode:  Tel: 01632 207674  Email:igent1@HEG.co.uk | | | | B | Completion of all or part of contract | | | |  |
| C | Transfer of work to another site or employer | | | |  |
| D | Introduction of new technology, plant or machinery technology/plant/machinery | | | |  |
| E | Changes in work methods or organisation | | | |  |
| F | Other (please give brief details below) | | | |  |
| G | Insolvency | | | |  |
| Details: | | | | | |
| **3. Establishment where redundancies are proposed \*** | | | | **10. Consultation** | | | | | |
| Address at box 1 **Yes ~~/ No~~**  Address at box 2 **Yes / No**  **Other Address (please write address below)**  Postcode:  Tel:  Email: | | | | a) Please provide the name(s) of | | | | | |
| **Recognised trade union** | | **Name of representative** | | **Description of employee they represent** | |
| Unite | | Joe Hill | | Manual | |
| Unite | | Paul Robeson | | Staff | |
|  | |  | |  | |
| **4. Timing of redundancies \*** | | | | b) If you do not recognise trade unions for any groups of employees please give the name(s) of their elected representatives below: | | | | | |
| a) Date of first proposed dismissal | | 2 months from today | |
| b) Date of last proposed dismissal | | 12 months from today | | **Name of elected representative** | | | **Description of employee they represent** | | |
| **c) If you have given less than the required 30 / 45**  **day notification period please give reason for**  **late notification** | | | |
|  | | |  | | |
|  | | |  | | |
|  | | |  | | |
| c) Have you given a copy of this form to all the appropriate representatives? **Yes ~~/ No~~** | | | | | |
| **5. Method of selection for redundancy** | | | |
| **Criteria to be determined following consultation with recognised trade union** | | | | d) Have you started the consultation process with the appropriate representative? **Yes ~~/ No~~** | | | | | |
| e) If yes, please give the date consultation started: | | | | | |
| **6. Staff numbers/redundancies at this establishment \*** | | | |
| **Occupational group** | **Total number of employees** | | **Number of possible redundancies** |
| f) Have you given individual notices of dismissal to the employees? **~~Yes~~ / No** | | | | | |
| Manual | 800 | | 600 |
| Clerical | 181 | | 125 |
| Professional | 226 | | 57 | **11. Declaration\*** | | | | | |
| Managerial | 100 | | 30 | **I certify that the information given on this form is, so far as I know, correct and complete.EPSON001**  Signature:  Position Head of HR:  Date: Today | | | | | |
| Technical | 413 | | 88 |
| Apprentices/trainees | 20 | | 15 |
| Under 18 |  | |  |
| Other |  | |  |
|  | 1740 | | 915 |

**REDUNDANCY CASE STUDY 2 – THE TELECOMS COMPANY**

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.

The engineering department currently employs 100 in total and it is proposed to retain 45 roles in the following categories:

|  |  |  |
| --- | --- | --- |
| 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:

1. Operator 1: responsible for all initial responses and low level enquiries
2. Operator 2: redirected queries from level 1’s associated with residential enquiries
3. 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.

The staff areas currently employs 765 in total and it is proposed to retain 475 roles in the following categories:

|  |  |  |
| --- | --- | --- |
| 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 & Logistics
2. Quality & IT
3. Product Support, Project Management, Finance and HR.
4. Management
5. Apprentices

**Case study 2 – The Telecoms Company**



|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1. Employer’s details \*** | | | | **7. Nature of main business (SIC code)** | | | | | |
| Name: HAVEN TELECOMS  Address: 62 WEST WALLABY STREET  WIGAN  Postcode: WN1 2WT  Company or Charity Registration Number (if applicable):  Telephone: 01632 207222  Email: HavTel@HTG.co.uk | | | | 61900, 61100, 61200 | | | | | |
| **8. Closure of the business** | | | | | |
| Do you propose to close this establishment? **~~Yes~~ / No** | | | | | |
| **9. Reasons for redundancies \*** | | | | | |
| Please tick one or more boxes to show the main reason(s) for the proposed redundancies | | | | | |
| **2. Employer’s contact details \*** | | | | A | Lower demand for products or services | | | |  |
| Name c/o Ian Gent  Address (if different to 1)  Postcode:  Tel: 01632 207674  Email:igent1@HTG.co.uk | | | | B | Completion of all or part of contract | | | |  |
| C | Transfer of work to another site or employer | | | |  |
| D | Introduction of new technology/plant/machinery | | | |  |
| E | Changes in work methods or organisation | | | |  |
| F | Other (please give brief details below) | | | |  |
| G | Insolvency | | | |  |
| Details: | | | | | |
| **3. Establishment where redundancies are proposed \*** | | | | **10. Consultation** | | | | | |
| Address at box 1 **Yes ~~/ No~~**  Address at box 2 **Yes / No**  **Other Address (please write address below)**  Postcode:  Tel:  Email: | | | | a) Please provide the name(s) of | | | | | |
| **Recognised trade union** | | **Name of representative** | | **Description of employee they represent** | |
| Unite | | Paul Robeson | | Manual | |
| Unite | | Jayaben Desai | | Staff | |
|  | |  | |  | |
| **4. Timing of redundancies \*** | | | | b) If you do not recognise trade unions for any groups of employees please give the name(s) of their elected representatives below: | | | | | |
| a) Date of first proposed dismissal | | 2 months from today | |
| b) Date of last proposed dismissal | | 12 months from today | | **Name of elected representative** | | | **Description of employee they represent** | | |
| **c) If you have given less than the required 30 / 45**  **day notification period please give reason for**  **late notification** | | | |
|  | | |  | | |
|  | | |  | | |
|  | | |  | | |
| c) Have you given a copy of this form to all the appropriate representatives? **Yes ~~/ No~~** | | | | | |
| **5. Method of selection for redundancy** | | | |
| **Criteria to be determined following consultation with recognised trade union** | | | | d) Have you started the consultation process with the appropriate representative? **Yes ~~/ No~~** | | | | | |
| e) If yes, please give the date consultation started: | | | | | |
| **6. Staff numbers/redundancies at this establishment \*** | | | |
| **Occupational group** | **Total number of employees** | | **Number of possible redundancies** |
| f) Have you given individual notices of dismissal to the employees? **~~Yes~~ / No** | | | | | |
| Manual | 100 | | 55 |
| Clerical | 484 | | 185 |
| Professional | 124 | | 56 | **11. Declaration\*** | | | | | |
| Managerial | 100 | | 30 | **I certify that the information given on this form is, so far as I know, correct and complete.EPSON001**  Signature:  Position Head of HR:  Date: Today | | | | | |
| Technical | 37 | | 7 |
| Apprentices/trainees | 20 | | 15 |
| Under 18 |  | |  |
| Other |  | |  |
| **Totals** | 865 | | 345 |

# ACTIVITY 7: Finally – what questions do I still have?

**TASK:**

**There may well be questions you still have about things that haven’t been covered or topics you just want to find out more about – other legislation, your employers policies / procedures etc.**

**Use this page to make a note of any actions you want to follow up on. Prioritise them and put timescales to when you’ll do each one.**

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