

Change Management: Steps to Avoid Redundancy

1. *Natural wastage*

Not recruit to roles where staff have resigned and/or retired thus restricting the recruitment of permanent staff.

2. *Reducing the use of temporary staff*

Reducing or eliminating the use of temporary staff could provide continued employment for permanent staff at risk of redundancy.

3. *Restricting/Reducing external recruitment*

If there are vacancies these could either be deleted and the work redistributed amongst staff at risk or redundancy or any vacant positions could be ring-fenced and offered to staff in the affected area only. If no one suitable from within the affected area the role could be offered to the wider University therefore trying to fill vacancies from among existing employees thus not increasing the headcount.

4. *Reduce overtime*

Reduce overtime and redistribute work load to reduce the need for overtime i.e. shift patterns if staff needed to work early, late or weekends.

5. *Redeployment/Retraining*

If there are vacancies in one part of the University at a time when redundancies are being considered in another those vacancies could be ring-fenced and, if appropriate, be offered to employees at risk of redundancy. Any redeployed staff will of course need to be given any necessary training to equip them to perform the new job.

6. *Volunteers for flexible working*

Staff could be given the opportunity to apply for flexible working i.e. reduce working hours and work part-time; job share opportunities; flexible retirement etc. instead of backfilling the un-worked hours, savings could be made wherever it was practical and where there was no detrimental effect on the service.

7. *Sabbatical/Career breaks*

Staff could be given the opportunity to take a sabbatical/career break to travel or study. The savings from that post could be made by filling the vacant post with a temporary part-time/full-time person on a lower point of the grade or re-allocating the work enabling some staff the opportunity of development and perhaps receive an 'acting up' allowance.

8. *Flexible retirement*

The University could consider a scheme inviting volunteers over a certain age e.g. 60 plus, to apply to be considered for flexible retirement (see flexible retirement policy).

9. *Suitable alternative employment*

Wherever possible the University will seek to maintain individuals in employment in work of a broadly comparable nature and the University should be proactive in achieving this.

To be deemed suitable alternative employment, the following criteria must be used to determine the suitability of alternative employment:

- Grade and Pay – (could, in exceptional circumstances, be up to a maximum of 2 grades lower)
- The nature of the work
- The qualifications, skills and experience required to carry out the work
- The aptitude or capability of the individual to undertake the work
- The working arrangements i.e. hours of work, shift arrangements etc.
- Level of responsibility relative to previous role

Where alternative work is available and a job offer is made it will be put in writing. The offer should show how the new employment differs from the old and by law must be made before the employment under the previous contract ends. The offer must be for the new job to start either immediately after the end of the old job or after an interval of not more than four weeks. Employees who unreasonably refuse an offer of suitable alternative employment may lose any entitlement to redundancy pay.

Unreasonable refusal may arise where the differences between the new and old jobs are negligible or where the employee assumes rather than investigates the changes that a new job might involve in, for example, travelling time or working conditions. Refusal may be reasonable if the new job would cause domestic upheaval, for example if there was a considerable change in working hours or a need to move house.