REDUNDANCY AND REDEPLOYMENT POLICY AND PROCEDURE
Guidance for managers – MRC retained policy with amendments 26th April 2013.

This version of the Redundancy and Redeployment Policy and Procedure Guidance for Managers applies to staff who transferred from the MRC Centre for Virus Research (CVR) and the MRC CSO Social & Public Health Sciences Unit (SPHSU) to the University and who have retained MRC terms and conditions of service. This includes those employed on temporary or fixed-term contracts but excludes staff who are employed on University terms and conditions of employment, visiting workers, students, consultants or those workers provided by a third party agency.

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Policy statement

The Medical Research Council (MRC) and University of Glasgow (The University) undertake regular reviews of scientific and non-scientific work being carried out across all Units, Centres, Institutes or Regions. Such reviews occur for a number of reasons including ensuring the merit and value-for-money of the work undertaken and the use and allocation of resources, or as a result of reduced funding. These reviews (whether Quinquennial (QQR) or Management Initiated (MIR)) can result in restructuring and/or closure of a Unit, Centre or Institute which may in turn lead to redundancies. In addition to a QQR or MIR, a redundancy situation may also be triggered by the relocation of a Unit or specific research groups, the departure of a Programme Leader, or the departure or appointment of a Unit Director. (Note, this is not intended to be an exhaustive list of possible redundancy situations.)

Whenever it becomes apparent that a redundancy situation may exist, The University will ensure that the process is carried out in a fair and transparent manner and will inform and consult with employees and the recognised trade unions recognised by The University at the earliest reasonable opportunity. Such consultation will include the consideration of alternatives to redundancies and, failing this, will aim to assist affected employees to find alternative employment through the provision of redeployment, retraining and reskilling opportunities.

This policy and procedure is designed to help ensure that there is a consistent understanding of the approach to be followed when the possibility of redundancy arises.
Definitions

<table>
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<tr>
<th>Recognised Trade Unions</th>
<th>Those Trade Unions recognised by the University including the Local Trade Union Side within each University Unit</th>
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<td>The University</td>
<td>The University of Glasgow</td>
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<tr>
<td>Employees</td>
<td>Those employees who transferred from the MRC Centre for Virus Research (CVR) and the MRC CSO Social &amp; Public Health Sciences Unit (SPHSU) to the University and whilst they retain MRC terms and conditions of service</td>
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1. Principles

1.1 The Employment Rights Act 1996 (s.139) covers “redundancy”, including where a dismissal is proposed because the requirement for an employee to do a particular kind of work has reduced or ceased (or is expected to reduce or cease). The University will apply the definition in s.139 to ensure that any dismissal by reason of redundancy is genuine.

1.2 The University will make reasonable attempts to avoid the need for redundancies through redeployment. Where redundancies are necessary, The University will support affected employees through this Redundancy and Redeployment Procedure.

1.3 The University will ensure that employees who may be at risk of being made redundant are notified at an early stage whenever it becomes apparent that a redundancy situation may exist. Full and genuine consultation with employees and their representatives over any proposals involving possible redundancies will take place at the earliest possible opportunity.

1.4 Employees are entitled to be accompanied at any formal meetings and related appeals by a work colleague, a duly accredited Trade Union representative or an official employed by a Trade Union.

1.5 Effective communications will be maintained with all parties throughout the Redundancy and Redeployment Procedure and the Procedure will be clearly communicated to employees and recognised trade unions as part of the consultation process.

1.6 During consultation management will provide full information to employees and/or their representatives about proposed redundancies, and will allow them adequate time to respond.

1.7 Where redundancy selection procedures apply, the selection of ‘at risk’ employees will be carried out in a fair and objective manner, will be transparent and non-discriminatory, and will be based on retaining employees with the skills, attributes, qualifications or abilities most suited to the current and future scientific or business needs of The University and the MRC.
1.8 Employees at risk of redundancy have a responsibility to carry out their own job search. The University also has a responsibility to support ‘at risk’ employees and will use reasonable endeavours to support this search.

1.9 All Employees who are at risk of redundancy will have the opportunity to be entered onto The University’s Jobseekers’ Register with a view to seeking an alternative post.

1.10 This policy will apply to all fixed term contracts, where the principles of redeployment and redundancy will apply.

2. University Organisational Arrangements

2.1 These arrangements summarise The University’s organisational arrangements when a potential need for change is identified that may result in a reduction in staff. The arrangements are also reflected in the detailed procedures throughout this document.

2.2 There are a number of key roles during the change process:
1) Initial consideration and development of proposals for change
2) Initial strategic sign off
3) Management of the change
4) Oversight of the process
5) Final approval

2.3 Those responsible and accountable for undertaking these roles are dependent on the scale of the change. Changes potentially resulting in a reduction in staffing have been categorised into five tiers. These are:

- Tier 1 – Fixed term contracts & open ended contracts with a defined funding end date (including individuals, teams or groups).
- Tier 2 – Core funding: a reduction in an individual post, team, group, programme, college support service or a subsection of a School, RI or University Service.
- Tier 3 – The closure of an academic subject / discipline.
- Tier 4 – The closure of a School, Research Institute or University Service.
- Tier 5 – Significant University wide changes / Closure of a College.

2.4 A summary of role responsibilities for each of the tiers is detailed in Annex G A.

2.5 The University will liaise with the MRC on any Tier 2-5 changes if and as required by the relevant agreements between the University and the MRC.

2.6 Tier 1 Fixed term contracts & funding end management

Within Tier 1, arrangements for the ending of fixed term contracts and open ended contracts with a funding end date that may result in potential redundancies are managed at a local level by the relevant Principal Investigator/ line manager within the Unit with oversight from the Director of the Unit and the Director of Research Institute supported by Human Resources. Changes at Tier 1 will be reported to MVLS College Management Groups on an annual basis.
3. Stage One: Procedural Arrangements for changes within Tiers 2-5

3.1 Pre-redundancy Measures: Initial consideration and development of proposals / Informal consultation

Alternatives to Redundancies

3.1.1 Where a potential change is identified an initial consideration of options for change should take place. The University will always seek to minimise redundancies wherever practicable.

3.1.2 At the earliest possible stage it is the responsibility of the Director, in discussions with The University College HR, Director of Institute and/or the College Management Group (CMG), as appropriate and University recognised trade unions to consider and, where possible, agree alternatives to possible redundancies.

3.1.3 There will normally be informal consultation with staff and the relevant Trade Union(s) prior to formal proposals for change being considered. This will provide the opportunity for early discussion of ways to avoid or mitigate any potential redundancies.

3.1.4 Alternatives to possible redundancies will be determined by whether they best suit the business needs of The University and/or the Unit, Centre or Institute. Possible alternatives may include:

   a) Internal redeployment of employees. This may include alternative positions at a different band to the employee’s current post. (Mark-time payments may apply; refer to the MRC’s Mark-Time Pay Arrangements Policy for more details)

   b) Reducing, or suspending, permanent recruitment and/or promotion.

   c) Limiting the engagement of temporary (agency) employees.

   d) Employees remaining in their existing post for a limited period where it is known that another specified post will be available in the next 12 months.

   e) Seeking volunteers for early exit. This will normally include a general call for volunteers but, where appropriate, may also involve a more targeted approach, it should be noted that the call for volunteers is a different term to voluntary redundancy terms (refer to Annex C for further details).

Those seeking voluntary exit at this stage should be those who genuinely want to leave the Unit and not those who have selected voluntary redundancy as an alternative to being made compulsory redundant.

f) Investigating the use of alternative working arrangements, such as part-time working, reduced hours or job share arrangements.
g) Secondment opportunities should be considered including transfer of any remaining funding.

Note: These options are not necessarily listed in order of operation and may, following consultation with the recognised trade unions, be implemented simultaneously, partially or not at all, as appropriate.

3.1.5 Where a change is proposed that may potentially result in compulsory redundancies this should proceed to the next stage for formal consideration of whether or not to proceed.

4 Initial strategic sign off/Pre-redundancy measures

4.1 Proposals for change will normally be considered, as appropriate, by the relevant College Management Group / University Services Management Group or the Senior Management Group in the first instance prior to initial strategic sign off.

4.2 Formal proposals for change must be outlined by those managing the change using the proforma at Annex H. This details the proposals for change, consideration that has taken place with regard to avoidance and mitigation and outlines the potential impact of the change.

4.3 Proposals within tier 2 will be considered by the Court Procedural Review Group. It will recommend on strategic and / or key reputational grounds, or for other exceptional reasons if the proposal should discussed further by Court prior to initial strategic sign off or make a recommendation to Court that the issue should remain in the management sphere. The full remit and membership of the Court Procedural Review Group is outlined in Annex I.

4.4 The initial strategic sign off for proposals within tiers 3 to 5 will be made by the University Court.

4.5 It is the responsibility of the management / Court group making the initial decision to determine if there is a direct academic impact and therefore a need for Senate to consider the implications. Senate will be consulted for changes at tiers 3, 4a and 5 as a matter of course.

4.6 Once initial strategic sign-off is completed, the Director (or nominee) will formally advise the recognised trade unions that pre-redundancy measures have been contemplated by formally writing to indicate:

   a) the reasons for the proposed redundancies including a formal response to any suggested alternatives to redundancies;

   b) the number and descriptions (i.e. function type/role) of employees The University proposes to declare redundant;

   c) the total number of members of staff of any such description employed in the Unit

   d) the proposed methods of selection (where applicable) for example the use of a Redundancy Pool, which should be decided in consultation with
the recognised trade unions

e) the proposed method of carrying out the dismissals and the reasons why any other alternative options cannot not be carried out; and

f) the timescales over which the redundancies will take place, and where possible, the anticipated latest date on which any redundancy will take place.

g) the proposed redundancy terms

A copy of the letter should also be forwarded to College HR for information and may be used for monitoring and reporting purposes.

5 Stage Two: Collective Consultation

5.1 Collective consultation will begin once initial strategic sign-off has been given, and the recognised trade unions have received notification from the Director (or nominee) that redundancy measures are being contemplated.

5.2 Collective consultation will be led by College HR and will be held with the relevant recognised trade unions through correspondence and meetings arranged for this purpose.

5.3 The purpose of collective consultation is for the recognised trade unions to have the opportunity to comment, on behalf of the employees whom they represent, on the proposals.

5.4 Any proposal or suggestion proposed by the recognised trade unions will be considered and will receive a formal response, either in writing or recorded in the minutes of meetings.

5.5 The Director, assisted by other appropriate management and College HR, should meet collectively with the relevant recognised trade unions as soon as is reasonably practicable to discuss the following:

   a) ways of avoiding or reducing the numbers of dismissals (refer to 3.1.4);

   b) ways of mitigating the consequences of dismissals; and

   c) any other issues which are relevant to the proposed dismissals.

5.6 The aim of any consultation meeting should be to reach agreement on the issues outlined in the previous paragraph. Whilst it may not always be possible for The University management and recognised trade unions to reach agreement, this should always be the intent of discussions.

5.7 Minutes should always be taken at each collective consultation meeting and should be circulated to the recognised trade unions and management as soon as reasonably possible after each consultation meeting.

5.8 Those managing the process will make decisions on the definition of pools and selection criteria and consult on these. Formal collective and
individual consultation will be undertaken as outlined above and will aim to avoid or mitigate potential redundancies where possible.

5.9 The University will identify the employee or groups of employees who are at risk of redundancy. They will form the selection pool(s) for redundancy.

5.10 The University is committed to ensuring fair treatment in the selection process for redundancy and selection criteria should be as objective as possible and capable of being applied in an independent way. Where selection for redundancy is required the university will consult with the relevant Trade Union(s) on the method of selection and any selection criteria as part of its collective consultation.

5.11 During this stage oversight will be undertaken by the relevant management body to ensure that due process has been followed including appropriate consultation, full consideration of mitigation and avoidance, appropriate definition of redundancy pools and selection methodology for redundancy.

6 Stage Three: Individual Consultation with Staff and Redeployment Period

6.1 The individual staff Consultation and Redeployment (resettlement) period will run for a period of six months starting from the date of the letter inviting the employee to the first individual consultation meeting. (This period can be increased or decreased with mutual agreement).

6.2 Where there is a business need, e.g. an outcome on a grant application is outstanding, the Individual Consultation and Redeployment period may be extended. Consideration for such an extension can be requested by the individual or recognised Trade Union.

6.3 During these discussions Employees will have the right to be accompanied by a work colleague, a duly accredited Trade Union representative or an official employed by a Trade Union.

6.4 For individuals employed on a fixed-term employment contract, the Consultation and Redeployment period will run concurrently with the notice period and will normally be for 6 months starting from the date of the letter inviting the employee to the consultation meeting.

6.5 If at any stage within the Consultation and Redeployment period the decision is taken not to proceed with the possibility of redundancy, this should be confirmed to the employee in writing along with details of the reasons why this decision has been made and any resulting actions.

6.6 First individual consultation meetings

6.6.1 The appropriate manager, will consult with every employee who is provisionally selected as at risk of redundancy through consultation meetings.

6.6.2 All affected employees will be invited to a consultation meeting. At this consultation meeting, they will be advised of the impending redundancy of their posts, and will be formally notified that they are ‘at risk’ of redundancy. An explanation should be given of the reasons for the
proposed redundancy of those positions and a summary of the process that will follow. Details will be provided to staff and the recognised trade unions on redeployment measures e.g. call for volunteers, arrangements for sharing job vacancy information.

6.6.3 It should also be confirmed (at this meeting) that the employee has been formally placed into the Redundancy and Redeployment Procedure, and that the Consultation and Redeployment period commenced from the date of the letter inviting them to this initial meeting.

6.6.4 The discussion that took place at the meeting should be summarised in writing and a copy should be provided to the employee. The following details should also be confirmed in the letter:

   a) An explanation of why the redundancy situation is necessary (i.e. why has the work ceased/diminished);

   b) Confirmation that the employee’s role is “at risk” of redundancy;

   c) Reasons why the employee has been provisionally selected for redundancy;

   d) The Selection Pool, or specific Research Group or area of work (Refer to Annex B for further details on Selection Pools);

6.6.5 If a copy of this policy has not already been provided to the employee (i.e. when the letter inviting the employee to attend the first meeting was sent), this should also be provided at the first consultation meeting.

Following the first consultation meeting the employee will also be given guidance on how to register on the University’s Jobseeker’s register.

6.7 Redeployment measures (refer to Annex D for overview)

6.7.1 Following explanation of the Redeployment process during the earlier consultation meeting, the redeployment process will continue to apply for the remainder of the six month Consultation and Redeployment period. The employee themselves remains ‘at risk’ of redundancy whilst alternative employment options within the University are explored. Suitable alternative positions will be made available to staff up until the date the employee leaves. In pursuing redeployment measures The University will not make any distinction between those leaving by voluntary or compulsory routes.

6.7.2 The University is not obliged to create a new post to accommodate an ‘at risk’ employee however; it will encourage and support ‘at risk’ employees to search for alternative roles that may exist within The University.

6.7.3 The University will use reasonable endeavours to provide relevant information to employees in carrying out their own job search and identifying suitable internal vacancies.

6.7.4 In seeking to provide suitable alternative employment, consideration will be given to the comparability of the new position with that previously held in terms of grade, rate of pay, hours of work, location and working
6.7.5 Eligible members of staff will be provided access to the Job Seekers’ Register (JSR) and they will be requested to upload a summary CV, supporting statement and redeployment preferences.

6.7.6 Prior to advertising vacancies, recruiting managers will be required to consider relevant staff on the Job Seekers’ Register. This means employees at risk of redundancy who have registered on the JSR will be given priority consideration to determine whether they are suitable for vacancies before these are made available to other candidates, internally or externally.

6.7.7 “At risk” employees are not required to meet all criteria specified for the role. Where they meet the criteria which are essential to carry out the role or are likely to be able to do this with reasonable training, they will be invited for a redeployment interview.

6.7.8 Where, following the interview it is clear the “at risk” employee could meet the criteria that are essential for them to to carry out the role, with or without training, and it is clear that they are not unsuited to the role, and provided they are the only “at risk” applicant, the post should be offered on a trial basis of at least four weeks. This period can be extended prior to commencement by mutual agreement should it be considered practical and necessary for retraining purposes.

6.7.9 Redeployment through the JSR will normally be considered at the same grade and one grade below the individual’s current grade; for these purposes the College HR team will inform the employee of the equivalent University grade which applies to their post. Redeployment to a higher graded post through the Job Seekers Register is not normally permitted.

6.7.10 Shortlisted staff will be notified by e-mail and given two working days to indicate an interest in a potential redeployment opportunity. Shortlisted staff notifying an interest will be interviewed to review suitability for appointment. The redeployment interview panel will normally have two members including the manager with the vacancy.

6.7.11 Any member of staff who has received formal notice of being at risk of redundancy, who unreasonably declines an offer of suitable alternative employment or unreasonably terminates a trial period in that employment, will normally forfeit the right to redundancy pay.

6.7.12 Where there is a dispute over the reasons for non-selection for interview or redeployment, or whether a trial period was terminated unreasonably, the matter will be reviewed by a senior member of staff nominated by the relevant Vice-Principal / Head of College upon the written submission to the relevant College / University Services HR Manager.

6.7.13 Where the ‘at risk’ employee is successful in their application for an alternative University role, the offer of employment with regards to the
new role must be made in writing and must be made prior to the date that their current employment will terminate on the grounds of redundancy.

6.7.14 Any offer of alternative employment should specify the material terms and conditions of the new role in sufficient detail, including remuneration, status, job description, and any other material terms and conditions, particularly those that differ to that of the employee’s current role, e.g. a change in location. It must also commence within four weeks from the date that the employee’s current employment will terminate on the grounds of redundancy.

6.7.15 Where there is a dispute over the reasons for non-selection for interview or redeployment, or whether a trial period was terminated unreasonably, the matter will be reviewed by a senior member of staff nominated by the relevant Vice-Principal / Head of College or the Secretary of Court upon the written submission to the relevant College / University Services HR Manager.

6.8 Second consultation meeting

6.8.1 A second consultation meeting should be held with each employee to provide them with feedback in regards to any suggested alternatives that they (or colleagues/representatives) may have submitted, and to explain any redeployment options and the details of this process. It is also at this meeting that the employee should be offered the option of accepting voluntary redundancy. It should be made clear to the employee that were they to accept this option it does not necessarily imply a wish to leave The University and that a commitment to redeployment would continue.

6.8.2 The discussion should:

a) Provide feedback regarding any suggested alternatives they, or the recognised trade unions, may have submitted where relevant;
b) Provide details of the process to follow when a suitable alternative role has been identified within The University (as outlined above );
c) Provide for a decision on the various redundancy options , i.e. voluntary redundancy or compulsory redundancy.
d) Inform the employee of their entitlement to any redundancy compensation payment and how this would be calculated.
e) Outline the support provided by theThe University available to all employees who are at risk of redundancy, including the Employee Assistance Programme. ; and
f) Provide details of the next steps in the Procedure, including the implication for the employee should no suitable alternative post be found.

6.8.3 The discussion that took place at the meeting should be summarised in writing and a copy should be provided to the employee.

6.8.4 If at any stage within the Consultation and Redeployment period the decision is taken not to proceed with the possibility of redundancy, this
should be confirmed to the employee in writing along with details of the reasons why this decision has been made and any resulting actions.

7 Stage Four – Final decision and notice of dismissal

7.1 At the end of the consultation period the relevant body will make a decision on the way forward taking into account information and comments received. The decision will be confirmed to the Trade Union(s).

7.2 Where a decision is taken to proceed with compulsory redundancies, notices of dismissal will be issued in writing following the final approval by the appropriate University body.

7.3 The University is committed to avoiding compulsory redundancies where possible and will continue to endeavour to redeploy employees who have been issued with a compulsory redundancy notice up to the date of termination.

7.4 An employee's entitlement to notice will be three months for Voluntary Redundancy and six months for Compulsory Redundancy (inclusive of any contractual notice).

7.5 A meeting should be arranged to formally inform the employee that their employment will be terminated on the grounds of redundancy.

7.6 As with consultation meetings, employees are entitled to be accompanied by a University colleague or represented by a recognised trade union representative at this meeting if they so wish.

7.7 At this meeting following should be covered:

a) verbally confirm with the affected employee that a search for suitable alternative employment has, to date, been unsuccessful;

b) verbally issue formal notice of termination of employment and whether the individual has accepted Voluntary or is being made Compulsory Redundant;

c) reiterate that the search for a suitable alternative role within The University will continue throughout the notice period for both Voluntary or Compulsory redundancy;

d) confirm the employee’s entitlement to redundancy compensation payment and provide an estimate of any such payment; and

e) outline the support provided by The University which is available to them (refer to section 9).

7.8 The discussion that took place at this meeting should be summarised in writing and included as part of the letter given to the employee confirming termination of their employment.

7.9 The letter of termination of employment issued to employees should:

a) confirm the reason for the termination of their employment and the date on which the employment will terminate;
b) set out the payments the employee will receive when their employment ends and any conditions attached to them;

c) inform the employee of their right to appeal against the redundancy process.

7.10 At the end of the individual’s notice period the employment contract will terminate on the grounds of redundancy.

7.11 The University reserves the right to make a payment in lieu of notice for some or all of the redundancy notice period as stated in the contract of employment.

7.12 An employee can request to shorten their redundancy notice period in order to leave earlier than the original termination date, for example to take up a post with another employer. Requests will be considered by the Director who will take into account operational requirements of the Unit/team. Where the employee and Director mutually agree on an earlier termination date, this should be agreed in writing and the employee will retain the right to any redundancy compensation payments. Compensation payments will however be calculated up until the actual last day of work.

7.13 Where an employee’s request to leave on a date earlier than the original termination date is declined, the Director will confirm this in writing providing reasons why the employee is required to remain in employment until the original employment date.

7.14 Should an employee decide to terminate their employment before expiry of the redundancy notice period without agreement from the Director, it will be deemed as a resignation and the employee will lose their right to any redundancy compensation payments.

8 Reporting and Statutory obligation to notify Business, Innovation and Skills (BIS)

8.1 Court will receive a report on the outcome of each initiative following its conclusion at the subsequent meeting of Court through the Secretary of Court’s regular report.

8.2 The University will comply with its statutory obligation to notify Business, Innovation and Skills of any proposed redundancies in line with the published guidelines or any alternative future statutory obligation.

9 Appeals procedure

9.1 Any employee who feels that they decision to terminate their employment on the ground of redundancy was unfair and who does not wish to be made redundant has, upon receipt of formal notice, the right to appeal against this decision. This option is open to employees who select either the Voluntary or Compulsory redundancy option in the at risk group after a call for voluntary exits.
9.2 Any such appeal should be made in writing to the Director within 10 working days of receipt of the relevant formal written notice referred to in section 6. The appeal letter must clearly state the precise grounds on which the individual is appealing.

9.3 The Director will acknowledge receipt of the appeal in writing. An Appeals Panel (the “Panel”) will be appointed to hear the appeal. The Panel will comprise of:

- An independent Director or Senior Manager from within the The University unconnected with the redundancy decision and/or procedure taken to date; and
- A Senior Human Resources Professional;
- a senior representative of the University’s recognised trade unions will also be invited to attend as an additional appeal panel member
- Appeals will be heard in accordance with the University Appeals Guidance note, amended for employees with retained MRC terms of employment

9.4 Possible outcomes are as follows. The Appeal Panel may:

a) Uphold the original decision – therefore rejecting the employee’s appeal and confirming the decision to terminate their employment on the grounds of redundancy, or

b) Overturn the original decision – therefore upholding the employee’s appeal and revoking the decision to terminate their employment on the grounds of redundancy.

9.5 The decision made by the Panel will be final, with no further right of appeal. This will be clearly communicated to the employee in the appeal decision letter.

10 Eligibility for compensation payments

10.1 Where there is a requirement to terminate an individual’s employment on the grounds of redundancy, employees with one year’s continuous service at the date of redundancy are entitled to the terms under the Voluntary Redundancy. Those employees with at least two years continuous service at the date of redundancy would be entitled to compulsory redundancy. Both voluntary and compulsory payments include any Statutory Redundancy payments.

10.2 The compensation to which employees may be entitled is dependent on a number of factors including type of employment, length of reckonable service and whether they are members of the MRC Pension Scheme. Employees who are not members of the Medical Research Council Pension Scheme (MRCPS) will be eligible for redundancy compensation, but not to pension benefits, including an unreduced/reduced pension payment as part of the redundancy terms (which can be found in the MRC Redundancy Compensation Scheme 2011).

10.3 Employees who do not have the necessary length of continuous service at the date of redundancy will not be entitled to any Statutory or MRC Redundancy payments.
10.4 Except where 6.11 applies, any employee who chooses to resign at any stage prior to the proposed date of redundancy will not be eligible for any Statutory or MRC Redundancy payments.

10.5 For reimbursed workers (i.e. someone whose work is funded by the MRC but who is not a University employee) The University will inform their employer as soon as practicable that it wishes to terminate the reimbursement arrangement. Any redeployment options, termination payments or compensation payments for loss of the current position are the responsibility of the reimbursed worker’s employer, not the University, unless this is superseded by an agreement for the reimbursed worker.

11 Employee support

11.1 The University acknowledges that it can be a difficult time for an employee when faced with the possibility of redundancy. For this reason, The University has a range of support available for employees who find themselves in this situation.

11.2 Specifically, The University provides the following support, training, and facilities to employees in order to assist them in securing suitable employment:

- The right to reasonable time off to attend training courses, workshop sessions and interviews;
- Access to reasonable photocopying, computing or telephone facilities for the purposes of facilitating their job search;
- Employee Assistance – Staff have access to an independent, confidential counselling service. The service helps individuals by providing emotional support through the telephone and face to face counselling, as well as providing extensive information and access to specialist advice on their website. The programme is provided free of charge to all employees and is provided by the University’s Employee Assistance provider, the Positive People Company, PPC. Further information is provided on the staff counselling website (http://www.gla.ac.uk/services/health/staffcounselling/) or by contacting PPC on 0800 282 193.
- Provision of references.

11.3 Additional support may be made available where appropriate and will be identified during individual discussions with The University College HR.

12 Specific employees

12.1 Employees on Maternity, Adoptive, Maternity Support or Additional Maternity Support Leave
12.1.1 In accordance with Regulation 10 of the Maternity and Parental Leave Regulations 1999, should an employee on maternity leave be ‘at risk’ of redundancy and a suitable alternative role is identified, the role must first be offered to that individual, even if other individuals are as suitable for the post. This will also be applied to those employees on adoptive, maternity support and additional maternity support leave.

12.1.2 If an employee is selected for redundancy whilst on maternity, adoptive, maternity support or additional maternity support leave a written statement outlining the reason for selection must be supplied to the employee.

12.2 Fixed Term Contracts (FTC’s) / Career Development Fellows (CDF’s)

12.2.1 Should a redundancy situation occur during a fixed term contract either where funding is ceasing earlier, or a decision is made to withdraw the work, then these individuals will follow the full redundancy and redeployment policy and procedure and will be eligible to receive the full redundancy payments as appropriate.

Where a Career Development Fellow is part way through their training, alternative arrangements could be as follows:

a) Placement within another University team at the same location or at a different location within reasonable, daily travelling distance;

b) Attachment to a scientist either at the same location or at a different location within reasonable, daily travelling distance;

12.2.2 For those FTC staff whose contracts come to a natural end at the agreed date, they will be treated under the compulsory redundancy terms and in accordance with this policy, with the exception of the concession to pay one year’s annual leave entitlement and that the resettlement period will run for 6 months concurrently with the notice period. At the end of the notice period the employment contract will terminate on the grounds of end of contract.

12.3 Programme Leaders (PLs)

12.3.1 A Programme Leader (PL) who is ‘at risk’ of redundancy but who wishes to continue their employment with The University or to consider a transfer to an MRC establishment has the following alternatives available:

a) Apply for long-term PL support at an alternative MRC establishment. The application may include support posts and, wherever appropriate, employees facing redundancy should be assigned to these posts.

b) Transfer to an Investigator Scientist post in the same Unit, or to a post in research support or administration subject to there being a vacancy for such a role, and the approval of the relevant Unit Director.

12.3.2 A PL who is interested in either of the above alternatives should approach The Unit Director HR and the Research Programmes Group (RPG) to discuss his/her options.
12.3.3 In considering the above options, a PL who wishes to retain their PL status with the MRC should bear in mind the following:

a) Only **one** additional application for support can be made to the MRC Research Board. (An initial application would have been made, and consequently declined/not funded, as part of the quinquennial review process);

b) To present an application for support to work at the same or another MRC Institute/Unit the PL will require the endorsement of the Unit Director and Director of the Institute.

c) On transfer to another MRC Institute/Unit any support staff will become an integral part of the new Unit under the authority of the Director. Funding for the work will be incorporated into the Unit’s budget and the PL will be subject to peer review as an established Investigator within the Unit’s core structure;

d) Employees employed in support posts will retain their existing terms and conditions of employment such as their banding and open-ended appointment.

12.3.4 A Programme Leader who wishes to change from PL status to another role within the Unit has the following options available:

a) A PL may choose to take a support, rather than a PL role and therefore can be named on an application for additional support from a scientist who already has a funded programme of work;

b) A PL who transfers to a post on a salary scale with a lower maximum point will retain their current salary under the MRC's Mark Time Pay Arrangements policy.

12.3.5 Where a PL is ‘at risk’ of redundancy, the MRC is under no obligation to continue to provide programme support at the same level as has previously been provided. The Unit Director, in consultation with the appropriate Programme Manager, will determine whether it is appropriate to reduce the amount of programme support, and if so, the timescales that will apply.

12.3.6 Where a PL is interested in continuing their research at an Institute external to the MRC (i.e. with a University), the MRC is unable to provide any assistance, financial or otherwise, with regards to the transfer of the work (except where it has been established that TUPE is applicable.

13 Trial periods

13.1 Where the terms and conditions, including the job description, of the new role differ, wholly or in part, from that of the employee’s current role, the employee is entitled to a four week statutory trial period in the new role to determine whether or not the job is suitable.

13.2 A trial period can be extended with the purpose of re-training for up to a maximum period of six months. Should a trial period be extended this
must be agreed in writing by both the employee and the Director, prior to the employee commencing in the new role and the agreement must specify the date on which the period of retraining will end and the terms and conditions that will then apply.

13.3 Any trial period undertaken will run concurrently with this Redundancy and Redeployment Procedure, regardless of whether the employee is placed within the consultation and redeployment or notice periods of the Procedure.

13.4 If during a trial period, the employee decides that, for reasons connected with or arising out of any difference between the new and old roles, they do not wish to continue in the new role, and time still remains for them within the Redundancy and Redeployment Procedure, the employee will be placed back into the Procedure at the point that they would have reached had a trial period not been undertaken.

13.5 Similarly, if during the trial period any time remaining for the employee within the Redundancy and Redeployment Procedure has expired, and the employee decides they do not wish to continue in the new role and terminates or gives notice to terminate their employment, or the The University decides to terminate or gives notice to terminate their employment for reasons connected with or arising out of any difference between the new and old roles, the employee will be treated as having been dismissed by reason of redundancy effective from the date that their employment in their original role was terminated on the grounds of redundancy.

13.6 Should an ‘at risk’ employee unreasonably terminate their employment whilst undertaking a trial period in a new role that is considered to be a suitable alternative, he/she may lose their right to any redundancy compensation payments.

14 Withdrawing notice of termination of employment

14.1 Once written notice of the termination of employment on the grounds of redundancy has been issued to an employee, it is legally binding and cannot be unilaterally withdrawn by The University, regardless of whether the employee is still working out their notice period.

14.2 If, subsequent to notice being issued, a change in business circumstances means that the redundancy situation no longer exists and The University wishes to withdraw the notice of termination of employment, the express consent of the employee is needed to do so.

14.3 The University will always make a request to withdraw an employee’s notice of termination of employment on the grounds of redundancy in writing. Similarly, consent to withdraw notice of termination of employment will always be provided in writing.

15 Re-employment following redundancy

15.1 Any individual who has been made redundant and has received redundancy compensation payments should not normally be re-employed
REDUNDANCY AND REDEPLOYMENT POLICY AND PROCEDURE
Guidance for managers – MRC retained policy with amendments 26th April 2013.

by The University in any capacity until at least 3 months after the date which their employment was terminated.

15.2 There may be exceptions to the 3 months rule in individual cases, this will be depend on abatement rules, in which case the period could be longer than three months. Any individual wishing to apply for a University role should check whether they are eligible with the relevant College HR team making clear that they left the University under MRC redundancy terms.

15.3 Any individual who is re-employed by The University within 6 months of their termination date, may be required to payback part or all of their compensation payment (excluding statutory payments), this will be depend on the amount of compensation received and the length of service.

15.4 Where an individual is successful in obtaining further employment with The University after a break of at least 3 months has expired, and provided that a fair and open recruitment process has been conducted in order to identify the successful candidate, and the appointment is to a completely different post than previously held by the employee, the University will not normally require the redundancy compensation payment to be repaid.

15.5 Given that any redundancy payment is intended to compensate for loss of employment with The University, should an individual be re-employed by The University within the notional period represented by the lump sum compensation payment there may, at the discretion of management, be a requirement to repay some of this amount on a pro-rata basis. Each situation will be assessed on an individual basis taking into account all factors including the length of time that has elapsed since the date of redundancy, the process of appointment, and the difference between the terms and conditions, as well as the duties, of the individual’s previous and current posts. Further advice should be sought from the relevant University College HR team.

15.6 Nonetheless, for those individuals who are re-employed by the University following redundancy, and who are aged 50 years or more on their last day of service, the abatement rules apply, where the new salary and compensation benefits combined has to be less than the individual’s previous salary.

16 Links to other policies and documents

MRC’s Mark-Time Pay Arrangements Policy
MRC Consultation during Reviews Policy
MRC Compensation Scheme 2011
University Appeals Panel Guidance Amended for MRC staff

17 Effective date

17.1 This policy is effective from the transfer of employees to The University.

17.2 The application of this policy will be reviewed within 36 months of the date of transfer of the CVR to the University.
ANNEX A
THE REDUNDANCY AND REDEPLOYMENT PROCEDURE

Pre-redundancy measures

Stage 1 – Pre-Redundancy Measures

Management planning
Director, College HR and CMG consider potential alternatives to redundancy, process for consultation, roles and responsibilities of each party, and timeline. Where relevant, redundancy pool(s) identified. Informal consultation takes place. Initial Strategic Sign off procedure followed – see section 4.

Notification that redundancy measures are being contemplated
Director (or nominee) provides formal notification to recognised TUs in writing of reasons for possible redundancy, alternative options considered, process and timescales for redundancy.

Collective consultation with TUS
Where a number of positions are affected TUs invited to suggest alternatives to redundancy, comment on selection methods/criteria, etc.

Staff consultation – Individual meetings (1st meetings)
Part 1 - Meeting with affected staff to provide the business rationale for: the proposed redundancies; process which is to be followed; opportunity to suggest alternatives; etc. At this meeting staff will be placed ‘at risk’
Part 2 – Individual meeting with those staff affected to explain redeployment process including Job Seekers Register.

Collective consultation with TUS
Where a number of positions are affected TUs invited to suggest alternatives to redundancy, comment on selection methods/criteria, etc.

Consultation and Redeployment Period (maximum of 6 months)

Stage 2 – Collective Consultation

Affected staff register for vacancies on University Job Seekers Register and are considered for suitable vacancies.
Affected individuals offered opportunity to volunteer.

Individual consultation (2nd meeting)
Meeting with employees who have volunteered for redundancy to confirm voluntary terms and compensation entitlements

At end of consultation period, relevant body decides on way forward; TUs informed. If decision taken to proceed with compulsory redundancies notice will be issued.

Stage 3 – Individual Consultation and Redeployment

Written notice of redundancy and termination of employment issued to employee.
HR1 form submitted to BIS if it is proposed to dismiss as redundant 20 or more employees from one establishment within a period of 90 days or less.

Redeployment measures continue during notice period

Stage 4 – Notice

Employee entitled to appeal against decision to terminate employment on grounds of redundancy

Employee dismissed by reason of redundancy (unless appeal submitted and upheld)
ANNEX B Selection for redundancy

Redundancy Pools

1.1 There may be times where selection criteria need to be applied in order to select employees for redundancy. In such circumstances, employees should be selected from groups known as ‘Redundancy Pools’.

1.2 Redundancy pools compare individuals who hold broadly interchangeable jobs. The Redundancy Pools may therefore compare on the basis of a function, a discipline, or a specialism. Pools will normally be Unit/Centre/Institute specific, unless there are particular reasons justifying their extension across two or more establishments. Where collective consultation is taking place, the recognised trade unions should also be invited to comment, and where possible, agree on the proposed selection criteria as part of this process.

1.3 The appropriate Redundancy Pools from which employees will be selected for redundancy should be clearly identified by the Director, in consultation with regional/Unit HR and with input from other members of management where necessary.

1.4 Redundancy Pools should be provisionally identified as soon as possible once the outcome of a review decision is known.

Selection Criteria

1.5 The selection criteria may vary according to circumstances but will normally be based upon the following core criteria:

- a) Relevant work skills
- b) Relevant qualifications
- c) Relevant abilities/attributes
- d) Performance
- e) Additional criteria may be applied where appropriate.

1.6 The chosen selection criteria must be objective, free from bias and able to be substantiated and evidenced.

1.7 The specific selection criteria for each Redundancy Pool should be identified by the Director, or nominated representative, together with a person who has knowledge of the requirements of the retained roles, in consultation with regional/Unit HR. The selection criteria should be aimed at ensuring that the MRC retains employees with the skills, qualifications or abilities most suited to the current and future scientific or business needs of the MRC.

1.8 Where collective consultation is taking place, the recognised trade unions should also be invited to comment and agree on the proposed selection criteria as part of this process.

1.9 Where an employee who has a disability is included in the redundancy pool, the MRC will not discriminate against that individual, nor put them at any disadvantage.
Making the selection

1.10 Each Redundancy Pool should be scored by the Director, or nominated representative, together with a person who has direct knowledge of the performance and abilities of members of that Pool. It is normally expected that this scoring process will be completed within 20 working days from the date when the Consultation and Redeployment period commenced.

Specific posts

1.11 Where there is no requirement to have a Redundancy Pool because the proposed redundancy is specific to a post, the individual holding that post will normally automatically be provisionally selected as ‘at risk’ and no further selection criteria will be applicable.

Concerns about process for selection

1.12 Should an employee have any concerns regarding the way in which the selection process was conducted and wishes to raise a formal complaint, they should do so in accordance with the University Grievance policy amended for MRC staff who retain University terms of employment.
Annex C. Calls for volunteers

1. As a way of avoiding, or at least reducing the need for compulsory redundancies, the University may invite employees to volunteer themselves for redundancy.

2. An invitation to volunteer for redundancy will normally be made to all employees who may be affected by the proposed redundancies, or by measures taken in connection with those redundancies. At the discretion of management, employees that are not directly affected by the proposed redundancies may also be invited to volunteer for redundancy.

3. Calls for volunteers will normally take at least one of the following formats:
   - HR will arrange for a general mail shot to be sent to the relevant group of staff. Volunteers within the Unit will require their Director’s approval to apply.
   - HR may ask the Director of the Unit if they have any employees with the specific required skills and expertise to whom an approach might be made. If approached an employee is not obliged to volunteer.

4. With prior formal agreement of the University, a Director may carry out a local call for volunteers in order to retain an employee who has been selected for redundancy. Guidance should be sought from the College HR team.

5. Employees volunteering for redundancy should always put their application in writing stating their reasons for wishing to accept redundancy.

6. There is no guarantee that any application for voluntary redundancy will be accepted. The decision to accept an application is discretionary and management reserves the right to decide whether to accept or decline an application for voluntary redundancy.

7. All decisions on whether to accept an application for voluntary redundancy will be based on the current or future scientific or business needs of the UU and the University and will take into account the need to retain employees with essential knowledge and skills, and the need to retain a balance of employees with varying skills.

8. Management’s decision on whether to accept or decline an individual’s application for voluntary redundancy is final.

9. Where an employee’s application for voluntary redundancy is accepted, the employee will be notified of this in writing as soon as possible. Thereafter, the employee will be invited to a meeting to discuss and agree the next steps in the Procedure.

10. This redundancy and redeployment procedure will still apply to an employee who volunteers, and is accepted, for redundancy.
Annex D. The Redeployment Process

At individual consultation meeting, where ‘at risk’ employee is looking to be redeployed HR establishes full skills

Employee adds employee’s details to Job Seeker’s Register

When new vacancy arises, prior to advertising recruiting manager checks JSR for individuals who may be suitable for the role

Match identified?

Vacancy advertised following normal process

Yes

At risk’ employee identified as a suitable match and is invited to apply for vacancy

No

‘At risk’ employee sees vacancy and believes there is a suitable redeployment match

Yes

Employee applies?

Redeployment continues

No

Selected for interview?

Employee invited for interview

No

Yes

Successful at interview?

Employee not selected for interview/appointed; reasons as to why this was not the case provided

No

Yes

‘At risk’ employee appointed; Trial period applies

Trial period successful?

Appointment confirmed

No

Employment terminated on grounds of redundancy (or where time still remains, employee placed back into Redundancy procedure and redeployment continues)
Annex E. Making an application for support

1. Selecting a host Unit/Centre/Institute

1.1 A Programme Leader (PL) will normally be aware which MRC Units, Centres or Institutes are suitable hosts for their research proposals however, further advice and guidance can be sought from the relevant Programme Manager (PM) within the Research Programmes Group (RPG).

1.2 A PL may either approach prospective Directors/Heads of Department themselves, or ask the relevant PM to explore possibilities on their behalf. Either way, it is essential that the PM and unit/regional HR are kept informed of any progress.

1.3 A prospective Director may decide, after careful consideration (and consultation with HR), that they are not prepared to endorse a PL’s application. If this is the case, the Director must provide the PL with reasons for this in writing. The Director should also inform the relevant PM of the decision as soon as practicable.

2. Selecting support staff

2.1 An application should include details of and full justification for any support posts required to carry out the programme as well as making provision for recurrent expenses and equipment. First consideration must be given to existing MRC support staff who are part of the team/unit from which support is to be withdrawn selecting individuals against pre-determined criteria of skills, knowledge and experience.

2.2 A PL should consult all support staff identified as part of the application as some individuals may not be available to transfer.

2.3 A PL should, on request, give reasons why any existing support staff have not been included in their application.

2.4 It is essential that a PL keeps support staff informed of the progress of their application at all stages of the process.

2.5 Support staff should be made aware that there is no guarantee that the application will be supported.

3. Timetable for consideration of an application

3.1 Submission

3.1.1 A PL will be required to submit his/her proposal (through their prospective Director/Head of Department if appropriate) in final form to the relevant Programme Manager (PM) within six months of the outcome of the review being known. This will enable a recommendation on funding to be made at the next award point by the appropriate MRC Research Board. The PM will advise the PL on Board deadlines and assist, where appropriate, with planning of the submission of their application. Extensions to this period may be available only in exceptional circumstances, at the discretion of the RPG Director via the PL’s appropriate PM. While approval will not
be unreasonably withheld, it will not be given if there is insufficient evidence of progress.

3.1.2 In the event that a PL does not submit his/her proposal within the required timescale, any support staff that were to be named on the proposal will be considered as having returned to the original redeployment and redundancy timetable (i.e. it may be necessary, depending on the exact timing, to issue the six month redundancy notice to a PL and their support staff immediately).

3.2 **Consideration by the Board**

3.2.1 An outline application should be submitted (off-line) and the Board will give written feedback (unattributed) to help in the drafting of a full application.

3.2.2 The full application will be reviewed by the Board in the same way as grant applications. (For further details refer to the Applicants Handbook available on the MRC Portal). Referees opinions (unattributed) will be made available to the appropriate PL and any co-applicants for comment before the Board meeting.

3.3 **Following the Board meeting**

3.3.1 A PL will be notified of the outcome within 10 working days and will receive, in writing, a decision on their application and a copy of the Board Assessment Template in which their application was discussed.

3.3.2 A PL does have the option to respond to the Board Assessment Template to clarify any misunderstanding or to highlight where the correct procedure may not have been followed. The PL's response must be submitted in writing to the relevant Programme Manager in the RPG within 10 working days of receipt of the decision.

3.3.3 Where a PL submits a response, the relevant PM will acknowledge receipt and respond to the PL within 15 working days. Where the PL has raised substantive issues, the PM will inform him/her of the process and timetable for these to be addressed.
4. **If an application is funded**

4.1 The PL will be issued with a change of appointment letter transferring them to the new MRC Institute/Unit for the period for which support is granted (normally five years but may be for a shorter period if previously agreed).

4.2 The date of transfer will be agreed between the new Director/host Institution and the existing Director, taking into account views of the PL and, if appropriate, those of any support staff.

4.3 Advice on any removal expenses should be sought from regional/Unit HR.

5. **If an application is declined by the Board**

5.1 The Board decision will be confirmed in writing by RPG. The appropriate extract of the Board minute should be made available to all support staff included on the application.

5.2 RPG and regional/Unit HR will consult with the PL to review their options for bringing current work to a conclusion. It is at this point that the PL (and relevant support staff) will be issued with six months’ notice of the termination of employment on the grounds of redundancy, in line with the MRC’s Redundancy and Redeployment Procedure.

5.3 As outlined in the MRC’s Redundancy and Redeployment Procedure, redeployment measures will continue during the formal notice period. Short extensions to this notice period may be possible (with the agreement of the PL) if on-going enquiries appear likely to be successful. These extensions are at the discretion of the RPG Director in consultation with regional/Unit HR.
Annex F. Inclusion in a Programme Leader’s application for support

General process

1.1 The selection of support staff will be made against predetermined criteria of the skills, knowledge and experience required for the work.

1.2 If a PL would like to include an employee on their application, he/she will consult with specific individuals before submitting their application in order to confirm the employee’s availability to transfer.

1.3 The PL, in conjunction with regional/Unit HR, will keep all employees included on an application informed of the progress of the application and the deadlines to which the PL is working.

1.4 Employees included on an application should be aware that there is no guarantee that the application will be supported. If an application for support is unsuccessful, employees named on the application will still be entitled to search for alternative employment in line with the MRC’s Redundancy and Redeployment procedure.

1.5 Where existing support staff are not included in a Programme Leader’s (PLs) application for support, they may request reasons from the PL as to why they have not been included.

1.6 If the timing of the application process and the closure date for an employee’s current unit/team does not allow sufficient time for the application process, job search and notice periods to follow consecutively then regional/Unit HR will discuss with those employee’s a timetable which will optimise the use of the time available. For example:

   a) if an employee’s job search runs concurrently with a grant application on which they are named and they are offered a position at another Institute/Unit the employee will have a free choice whether to accept it or await the outcome of the application.

   b) if an employee postpones their job search until the outcome of the application is known and it is not successful, their job search will run concurrently with the notice period.

   c) if an employee is named on proposals which are not, in the event, submitted for decision fresh consideration will need to be given to the timetable. It may be necessary, depending on the time that has elapsed from the initial RPG/HR visit for redundancy notices to be issued immediately. A job search will be run, if one has not already been carried out, concurrently with this six month notice period.

If the Application is Funded

1.7 The employee will be notified of the decision and, if the team is transferring, consulted during subsequent discussions leading up to the transfer.
1.8 The terms of employment (unless otherwise agreed) remain unchanged.

1.9 Advice on any removal expenses should be sought from the HR contact in the receiving Unit/Department.

If the Application is not Funded

1.10 A copy of the appropriate extract of the Board minute and information on the Council decision will be available on request from the PL.

1.11 HR will discuss with you the progress of the job search and your preferences for an alternative vacant post.
Annex G – Summary of tiered governance arrangements for the management of organisational change & redundancy

<table>
<thead>
<tr>
<th>Level</th>
<th>Management of Process</th>
<th>Initial strategic sign off</th>
<th>Senate involvement</th>
<th>Oversight</th>
<th>Final sign off of redundancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Fixed term funding</td>
<td>Head of School / Director of RI + College HRM / HRO</td>
<td>N/A</td>
<td>Head of School / Director of RI + HRM</td>
<td>Head of School / Director of RI + HRM</td>
</tr>
<tr>
<td></td>
<td>• Fixed term contracts</td>
<td>or Head of University Service / Division + HRM / HRO</td>
<td></td>
<td>Head of University Service / Division + HRM / HRO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Open ended contract with a funding end date (individuals, teams or groups)</td>
<td>Principal Investigator (PI) or Line manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2a.</td>
<td>(Core Funding ) Reduction in Individual post, team, group, programme or subsection of a School /RI or a College support service.</td>
<td>Court guided by the recommendation of the Court Procedural Review Group</td>
<td>***</td>
<td>College Management Group</td>
<td>College Management Group ****</td>
</tr>
<tr>
<td></td>
<td>Head of School / RI / College Secretary + College HRM + Senior Academic/ HOSA * (*where appropriate )</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2b.</td>
<td>Reduction in individual post, team, sub section of University Service</td>
<td>Court guided by the recommendation of the Court Procedural Review Group</td>
<td>N/A</td>
<td>University Services Management Group</td>
<td>University Services Management Group ****</td>
</tr>
<tr>
<td></td>
<td>Head of US Service +US HRM + Senior manager* (*where appropriate )</td>
<td></td>
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** At level 2 a Court Procedural Review Group will undertake an assessment and make recommendations to Court regarding the initial strategic decision. Where there is a direct academic impact the implications for Senate must be considered.

***For level 2 proposals referred to Court and level 3 proposals:- Court has the discretion to request additional oversight for specific cases e.g. they may decide in some cases that SMG or the Court Procedural Review Group should review the case again at final sign off.

4a.   | Closure of School /RI | Court (Proposal to Court from CMG/USMG/SMG) | Yes, consultation SMG | SMG**** |
| 5.    | University wide change/ Closure of a College | Designated VP /Head of College + HRM | Court | Yes, consultation SMG | Court |

(The structure below schools & research institutes varies between Colleges. The definition of academic subjects / disciplines within each College will be determined by the relevant College Management Group.)

(2, 3 & 4 could include cross College closures / changes.)
ANNEX H - ORGANISATIONAL CHANGE PROPOSAL

Outline of the Change Proposal:

Prepared by: ____________________________ Date: ____________________________

Changes Proposed e.g. Closure/ reduction/ restructure:

Reason for the changes:

Posts likely to be directly affected:

<table>
<thead>
<tr>
<th>Numbers by Grade:</th>
<th>Job Families:</th>
</tr>
</thead>
</table>

What part of the University is affected?

Proposed Timescale:

Any Time Constraints:

Impact of the proposals
What is the strategic impact of the proposed change?
**What improvements / savings are sought?**

**What is the likely reputational impact of the change?**

**Does it have an impact on academic provision?**

<table>
<thead>
<tr>
<th>Direct:</th>
<th>Is there a plan to consult Senate?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What other provision is there in this area:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indirect:</th>
<th>Is there any academic impact?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If so is there a need for Senate Consultation:</td>
</tr>
</tbody>
</table>

**Is there any direct impact on**

<table>
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<tr>
<th>Students:</th>
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</table>

<table>
<thead>
<tr>
<th>Other Services:</th>
</tr>
</thead>
</table>

**Have alternatives options been considered?**
*(If yes please specify main reasons for not using them).*
| Have there been any other proposals for reductions etc. in this area in the past 3 years? |
| Who will be responsible for managing this proposal? |

**Redeployment, Avoidance and Mitigation**

What is the likely potential for Redeployment?

| In the College or University Service: |
| Elsewhere in the University: |

What is the possible desire for VSER amongst staff directly affected?

Are there any likely “bumping” redundancy opportunities in the College or University Service?

What other avoidance is proposed or has been considered?
What other mitigation is proposed or has been considered?

What consultation has been undertaken to date (including with the relevant Trade Union(s)) and is there a need to consult other groups?

External Issues

Are there any significant external issues

Other Comments
Annex I- Court Procedural Review Group (CPRG)

**Remit**

1. To act as an independent review group for all tier 2 proposals which involve organisational change which might result in staffing reductions.

2. To recommend, on strategic and/or key reputational grounds, or for other exceptional reasons, if the matter should receive initial strategic sign off by Court, or remain entirely in the Management sphere.

3. To assess, in especially sensitive matters, if the group or Court need to review the final outcome before any change occurs.

4. The Policy requires tier 3 issues to receive the initial strategic sign off by Court. In some cases, Court may decide that it wishes the group, as per point 3 of the remit above, to review the final outcome before any change occurs.

**Membership**

- 1 Lay member of Court from the Human Resources Committee
- 1 Lay member of Court from outwith the Human Resources Committee
- 1 Senate Assessor
- VP / Head of College / Secretary of Court for affected area

The role of the Head of College / VP on the group is to provide organisational context and explain/amplify the rationale for a proposal. The Court members will make the decision.

To ensure a degree of continuity of experience the membership of the Court Procedural Review Group will be established at the start of each academic year in case it is required. The lay members of Court will be identified by the Nominations Committee and the Senate Assessor will be chosen by the Senior Senate Assessor. In each case a reserve will also be identified in case of lack of availability at a particular time or to avoid an individual dealing with a case in a part of the University where they are closely involved.

The Court Procedural Review Group will be provided with advice and guidance by a HR Manager.

The remit and membership of the Court Procedural Review Group will be reviewed and agreed on an annual basis by Court.

**Summer Powers**

As a Committee of Court the Court Procedural Review Group has the power to make decisions regarding Tier 2 cases during the summer period when Court does not meet i.e. between the June and October meetings of Court.
During this period the CPRG will be able to decide, on strategic and/or key reputational grounds, or for other exceptional reasons, if the matter should receive initial strategic sign off by Court, or is able to remain entirely in the Management sphere. All Court representatives on the Procedural Review Group will be involved in making the decision.

Where a decision is taken that a case should remain in the management sphere, The CPRG would notify University Management accordingly, who would proceed in accordance with the policy. The CPRG would also report its decision to Court at the next meeting.

Where a decision was taken that something was of such significant importance that Court should consider it, the Secretary of Court would consult Court for its view on this decision between meetings.