

Human Resources Service



Management of Organisational Change Policy

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STATUS:	
APPROVED	
EQUALITY IMPACT ASSESSMENT COMPLETED	August 09
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Management of Organisational Change Policy

Stockton Borough Council is committed to ensuring that its employment practices are fair and consistent, compliant with employment legislation and in line with 'best practice' principles. The Council has a legal responsibility to ensure there is no unlawful discrimination on the grounds of age, disability, faith/belief, gender, race and sexual orientation.

This policy and related procedures applies to all Council staff *excluding*:

¹staff recruited by and working in schools with a delegated budget.

Employees, other than those detailed above, must adhere to this policy.

This policy applies to organisational changes throughout the Council which affect a number of staff such as:

- Reorganisations and restructures
- Reductions or discontinuation of specific areas of work
- Major changes to terms of conditions of service

Ongoing, minor changes to individual roles and responsibilities and / or working practices will occur from time to time. In these cases employees are expected to be flexible and adapt to reasonable changes appropriate to the level of their post.

Changes which affect only a small number of roles may be dealt with through a scheme of delegation. A scheme of delegation is a corporate authorisation document which allows minor changes in management structures to be delegated to the Chief Executive and/or Chief Officers in agreement with the Head of Human and Director of Law and Democracy.

Organisational reviews are undertaken to:

- Improve operational effectiveness and efficiency of current services.
- Enhance the quality of the services provided to service users.

Aims and Principles

The aims and principles of this policy are to:

- establish a framework for the management of organisational change,
- reflect current legislation, codes of practice and good people management,
- retain and build upon the skills, experience and knowledge of staff who may be at risk,
- ensure consultation with employees and trade unions takes place at the earliest opportunity to enable them to influence the shape of the changes; on a collective and/or individual basis as appropriate,
- consider the best interests of service users and the Council,
- ensure a consistent and equitable approach to managing change,
- ensure all proposals for change are properly communicated,
- minimise disruption to services,

¹ Schools policies are saved on the extranet NOT the intranet

- maintain continuity of employment and stability of the workforce wherever possible through the active use of redeployment and retraining.

Responsibilities:

Elected Members, managers, employees and representatives are required to co-operate and participate fully with all stages of the organisational review policy. Due to the sensitive nature everyone involved in the application of this policy must conduct themselves in an appropriate manner and treat all information as confidential in accordance with their role in the process.

In the interests of fairness and equality, all parties must ensure throughout this policy that no conflicts of interest and/or roles occur and that the appropriate people are notified.

Corporate Management Team: have strategic responsibility for ensuring effective policies and procedures are developed, that managers and employees have the necessary skills and that policies and procedures are effectively and consistently implemented.

Human Resources (HR): as Business Partners are responsible for providing training and coaching as required and for providing advice and guidance on putting policies and procedures into practice.

Employees with staff management responsibilities: are responsible for

- ensuring their staff have awareness and understanding of organisational change which is applicable to them and their service,
- involving employees at the earliest opportunity, and enabling them to contribute to the formulation of the proposed changes,
- consulting with trade union representatives and affected employees at the earliest opportunity,
- ensuring that changes are communicated to other areas of the Council, as appropriate,
- providing information to Xentrall to update the PSE system.

Employees: are responsible for adhering to policies and procedures, and are required to co-operate and participate fully with all stages of this policy.

It is the responsibility of the employee to:

- Arrange for their representation at any formal meetings if required.
- Notify their representative of meeting dates in good time.
- Provide copies of all relevant documentation

Trade Unions: should ensure that their officials are trained in the role of acting as an employee's representative and understand this policy and procedure.

A trade union representative, who is not an employed official, must have been certified by their union as being competent to accompany an employee.

Representation is provided by the relevant union and not an individual union official. It is therefore important to ensure that the process is not delayed unduly if a trained and competent representative is available.

Work Colleagues accompanying employees: are responsible for representing or supporting their colleague at meetings as appropriate.

Dignity at Work Advisors: are responsible for providing support and/or signposting employees if required during the process.

Representation at all formal stages of the procedure:

Employees have the right to be accompanied by a trade union representative or a work colleague. It would not normally be reasonable for employees to insist on being accompanied by someone whose presence would prejudice the meeting. It would be unreasonable for an employee to ask to be accompanied by someone who was not available when someone suitable and willing was available.

Procedure:

1. Identify the need for organisational change:

Managers are responsible for the effective and efficient delivery of services and for making changes to structures and working practices to achieve this. Managers should be able to identify the need for change and communicate this to their employees during the formulation of proposals.

Trade unions will be notified as soon as possible once a decision has been made that an organisational review of the service will be undertaken and initial discussions will commence with recognised trade unions and employees at the earliest opportunity. The manager should therefore meet with the trade unions and an HR Business Partner to discuss:

- The objective of the review.
- The process.
- Who will be involved.
- Any potential outcomes already identified.

2. Formulate proposals:

Proposals should be developed involving employees of the service and the trade unions. However, dependent upon the nature of the proposed change, agreement subject to consultation may need to be obtained from Cabinet/CMT before detailed discussions commence.

Consideration must be given on how to involve employees. It is not always possible to involve everyone if a large number of employees are involved, therefore focus groups should be established.

Human resources must also be consulted on any proposed changes which could affect the roles, contractual terms or job security of employees. They will work in partnership with managers and the trade unions to consider and develop the proposals.

Although information will be provided at the earliest opportunity, discussions will be based on all parties recognising the sensitivity of information and maintaining confidentiality where necessary.

During the formulation of proposals, the emphasis should be on the design of new ways of working, what organisational structure needs to be put in place to deliver the change and the job roles and responsibilities to support the structure. The grading of posts should not be discussed with employees until the roles have been evaluated by the Job Evaluation (JE) team.

3. Evaluate New Structure:

The Council is committed to equality of pay. All new or changed posts must therefore be job evaluated by the HR JE Team to ensure equality of pay is maintained across the Council.

4. Consultation and Communications:

Successful communication requires planning both in terms of meetings to communicate the proposals and through providing supporting documentation.

The provision of relevant information must be provided to enable the trade union representatives to fulfil their function and for meaningful consultation to take place.

A consultation document should therefore be drawn up and provided to both employees and trade unions which will:

- describe the proposed changes,
- identify the reasons for change,
- explain the possible impact on employees,
- include job descriptions and person specifications if these are available, for current and proposed organisational structures,
- consider if it will be appropriate to place restrictions on the filling of vacancies which arise during the consultation period,
- set out an outline plan for implementation of the change including the proposed timescales. This plan will provide the basis for initial discussions although it may be amended following consultation.

Where the proposed change could result in redundancies, redundancy selection criteria should also be discussed.

Further meetings should be arranged to consider the views of the trade unions and employees until the final proposals have been drawn up.

Discussions could include:

- How the service can be improved to meet the requirements of the service users.
- How the new arrangements will deliver the changes required.
- The plan for implementation with timescales.
- How the changes will be managed.
- Internal and/or external factors affecting the changes.
- Who will be responsible for delivering each aspect of the change.
- Details of individual and collective consultation with employees.

Consideration must be given to communication arrangements for those employees who are away from the workplace during the consultation period e.g. long term sickness, maternity leave.

5. Formal Consultation Stage:

Formal consultation will commence on the date that trade unions are sent formal management proposals including notification of a 28 day formal period of consultation and the end date. Where redundancies affecting 20 or more employees are envisaged this consultation period will be extended in accordance with legislation.

At the start of the consultation period the trade unions and employees will be provided with the consultation document referred to in paragraph 4 above, suitably amended, if appropriate, to include the outcome of discussions.

During the start of the consultation period, the manager should set time aside to meet with individuals or groups of employees who may wish to discuss their personal situation or raise questions about the review itself. A meeting with the trade unions should also take place part way through the consultation period, if appropriate. This will enable issues of clarity and questions to be raised.

Where "preferences" form part of the recruitment arrangements to the new structure employees will be asked to indicate their preference(s) by the end of the consultation period. If there are any further changes to the structure or job roles following consultation these should be circulated to all affected parties.

At the end of the consultation period, trade unions and management will meet to discuss their formal response if necessary. Consideration will be given to the issues raised and any proposals suggested by the trade union(s) as well as individual responses from employees.

Employee issues raised will be responded to on an individual or collective basis either in writing or at an individual/group meeting.

Where amendments are made to the proposal a meeting will be held with employees and the trade unions to explain the change(s) and confirm the new structure or working practices. Where this is not practical written confirmation will be sent to employees following a meeting with the trade union(s).

6. Implementation Stage:

Recruitment to the New Structure

Management must identify the process for recruiting employees to the new structure. This will include the recruitment timetable and likely implementation date. Recruitment to the new structure provides an important element of consultation and consistency of approach in managing change across the Council.

Slotting in arrangements

Existing employees will be slotted into posts, which have been determined as identical or substantially the same in terms of the grading, nature and responsibilities of the job role. Slotting in will occur if the number of employees is equal or lower to the number of posts in the new structure.

Ring fencing

Existing posts, which are identical or substantially the same as posts in the new structure, will be ring fenced for existing post holders. Where there are more employees than posts, then selection will be by competitive interview. Employees

need to possess the relevant skills to ensure the service area is able to deliver its services.

Employees will be asked at an early stage to indicate their preferences as to the types of post they would wish to be considered for within the changed structure. However, where job roles are changed in the new structure, employee preferences will not always be able to be accommodated.

Filling vacant posts in the new structure

Once the recruitment arrangements detailed in the consultation document have been completed, consideration can be given to recruitment to vacant posts.

Prior to advertisement, the manager must contact the HR Advisory service to ensure any employees displaced by the review are properly considered for any redeployment opportunities in accordance with the redeployment policy.

New job roles which did not exist in the current structure, depending on the nature of the post, may be either:

- Ring fenced to some or all existing employees who are part of the structure review,
- restricted to employees listed on the redeployment register,
- restricted to all council employees,
- be externally advertised.

HR Advisory can advise on the most appropriate method.

Temporary employees (Fixed Term):

Employees on temporary and fixed term contracts may be considered as part of the ring fencing arrangements depending on the nature of their contract. Advice on individual employees should therefore be sought from Human Resources.

Agency workers:

A new directive with regard to temporary agency workers has been adopted by the European Council; this affords agency workers equal treatment to directly employed staff.

The UK Government has stated that regulations implementing the Directive will come into force on 1 October 2011.

The Regulations afford agency workers equal treatment in basic employment conditions, including pay, working time and holiday, after 12 calendar weeks in a given job. Stockton Borough Council must give agency workers the same basic employment conditions that would apply if they had been recruited directly by the Council.

Employees in receipt of honoraria or acting up allowances:

Where an employee has been acting up or is in receipt of an honoraria payment for 12 months or less, their substantive post will be used to determine the ring fencing arrangement and offer of suitable alternative employment.

Where arrangements have been in place for more than 12 months, advice should be sought from HR Advisory.

Any salary protection or redeployment issues which arise on implementation of a new structure will be based on the employee's substantive salary.

Grading and re-grading of new posts (read in conjunction with Appendix 1 Grading of Posts):

Employees who disagree with the grade allocated to their new post can request that the grade of their post be reviewed if they can demonstrate that the duties have substantially changed. However, generally a review will not be undertaken until 6 months has elapsed since the employee commenced their role to allow the full requirements of the job role to be fully developed and understood.

The employee must complete a Personal Application for Re-assessment of Job Role form – Appendix 2, which must be returned to their manager and representatives, if required.

The JE team will arrange to meet with the employee and their manager to re-evaluate the post.

Employees have the right of appeal against the outcome of the re-evaluation. The procedure for appeal will be as detailed at Appendix 1.

The decision from the appeal will be final.

7. Transfer of Undertakings Protection of Employment Regulations (TUPE):

TUPE is to protect employees if the business in which they are employed changes hands. Its effect is to move employees and any liabilities (pensions, redundancy etc.) associated with them from the old employer to the new employer by operation of law. This could include a 'TUPE in' situation. A change in a provider working under a contract could also have TUPE implications.

HR Advisory must be consulted in any proposed changes which could affect roles, contractual terms or the job security of employees and this includes changes where TUPE may apply.

Redundancy and redeployment will not apply to employees who transfer to a new employer in accordance with these regulations.

8. Redundancy:

During an organisational review compulsory redundancies may be unavoidable, however the Council will endeavour to keep these to a minimum wherever possible.

Definition of Redundancy

An employee who is dismissed shall be taken to be dismissed for redundancy if the dismissal is attributable wholly or mainly to the fact that:

- The employer has ceased, or intends to cease, carrying on the business for the purposes of which the employee was employed; *or*
- The requirements of that business for employees to carry out work of a particular kind, or for employees to carry out work of a particular kind in the place where he was so employed, have ceased, or diminished, or are expected to cease or diminish. (*section 139 (1) Employment Rights Act (ERA 1996)*).

Although consultation will continue throughout the organisational review there are certain legislative requirements which the council is obliged to meet in a redundancy situation as follows:

If redundancies, affecting 20 or more employees, are proposed at one establishment within a period of 90 days or less, the statutory consultation procedure must be followed and the minimum consultation period is 30 days before the first notice of dismissal is issued. If the proposal is for 100 or more employees to be made redundant, the minimum consultation period is 90 days. Employees will be:

- Consulted individually and collectively.
- Fully advised of the manner in which their positions may be affected.
- Informed how they may be selected for redundancy.
- Informed how the redundancies are to be carried out
- Informed about the period of time over which it is proposed the redundancies be implemented.

Where 19 or fewer employees are affected consultation must still be undertaken in accordance with this policy.

Employees who are at risk of redundancy will be considered for redeployment within the Council and are expected to participate fully in the process.

Employees who do not participate in the process risk forfeiting a redundancy payment, if applicable.

Selection for Redundancy:

Employees who are at risk of redundancy will be selected on the basis of objective criteria which must be agreed as part of the consultation process. It is essential that the selection of employees and the criteria used are carried out in a fair, objective and consistent way. Age and length of service are not appropriate selection criteria and should not be used. Appendices 3 (Redundancy Selection Matrix) and 4 (Redundancy scoring) should be used to determine the criteria to be used. If any additional criteria are necessary these will be agreed with HR and trade unions.

Voluntary Redundancies:

It is not an intention of the organisational review process to facilitate voluntary redundancy opportunities, although there may be occasions where this is appropriate or necessary to avoid compulsory redundancies and expressions of interest may be requested. Selection of volunteers for redundancy shall be at the discretion of the Council and shall be determined by the Council's requirements to retain key skills and experience to meet the present and anticipated needs of the Council.

Redundancy Payments:

Where redundancy is confirmed, employees selected for redundancy will be given notice of termination of employment in accordance with the terms of their contract of employment up to a maximum of twelve weeks.

All employees must have two years continuous service to qualify for any redundancy payment. Those who receive redundancy payments will be given written notification of how this has been calculated.

The Council has a redundancy scheme, which enhances the amount of redundancy employees could receive i.e. using the statutory multiplied by 2.2 weeks.

Under this scheme a week's pay is the actual amount to which an employee is entitled under the terms of their contract.

If the pay varies, the amount of the week's pay is averaged over the 12 weeks prior to the 'calculation date'. The 'calculation date' is the date on which the employer issues the minimum notice to the employee.

Please see Appendix 5 Enhanced Redundancy Table to identify the number of week's entitlement.

Local Government Modification Order

Where a new offer of employment is made by another Modification Order body an employee who is under notice of redundancy receives an offer of a job from another Modification Order body before the termination of his or her employment and takes it up within 4 weeks of the end of the old employment, there will be no dismissal for redundancy payment purposes.

Consequently there will be no entitlement to a redundancy payment.

Appeals:

Employees who are dismissed for reason of redundancy have the right of appeal against dismissal.

The Employee Appeals Panel advised by representatives from Legal Services and Human Resources will hear appeals against dismissal.

Details on how an employee can lodge an appeal will be included in the redundancy notification letter.

Early Retirement

Those employees who may be interested in early retirement should refer to the retirement policy.

Support for Individuals who are at risk of redundancy

The following support facilities are available:

- Employees will be given reasonable time off to look for alternative work and attend interviews. Employees should make the appropriate arrangements with their line manager.
- Access to the Councils Well Worker counselling service.
- Assistance and advice on completing application forms, C.V. preparation, interview techniques, signposting to agencies etc. Employees should discuss this with the HR Advisory service.
- Information and advice on training opportunities.
- For those who are in a redundancy situation, prior consideration will be given for suitable vacancies within the council. Further information is contained in the Redeployment Policy and Procedure.

Disturbance Allowance

If, due to an organisational review, employees have to relocate their workplace within the Borough of Stockton, they may be eligible for additional travelling expenses in accordance with the Single Status Agreement.

A Disturbance Allowance will not be paid to employees who have accepted alternative employment as a redeployment option as set out in the redeployment policy.

Monitoring of the policy: This policy will be monitored on an ongoing basis by Human Resources to ensure that it is being applied fairly and consistently throughout the Council. The policy will be reviewed annually to reflect any changes in responsibilities and changes in legislation.

Related policies: [Redeployment Policy](#), [Grievance Policy](#), [Retirement Policy](#), [Single Status Agreement](#), [Local Government Modification Order](#).

Useful Telephone Numbers

Acas Helpline 0845 474747

BERR Redundancy Payments Helpline 0845 145 0004

Stockton Welfare Rights (entitlement benefits) 01642 526141

Main Legislation

The Trade Union and Labour Relations (Consolidation) Act 1992,

The Employment Rights Act 1996,

The Collective Redundancies (Amendment) Regulations 2006 (SI 2006/2387),

The Employment Equality (Age) Regulations 2006,

The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999,

The Information and Consultation of Employees Regulations 2004 (SI 2004/3426),

Disability Discrimination Act 1995

Appendix 1

Grading of posts

The Council uses either, and on occasion both, the NJC Job Evaluation Scheme and Hay methodology in determining the grading of a job.

Jobs are evaluated when either management create new posts/change existing job roles or when an employee requests a personal application for their job role to be re-assessed.

Organisational Structure Review

Where job roles have been evaluated as part of an organisational structure review, which has been the subject of consultation with employees and the trade unions, there will be no right of review/appeal against the grading of the job on implementation of the new structure until at least 6 months has elapsed.

The consultation period enables employees and trade unions to raise issues and concerns in relation to the review proposals. During this period any issues associated with the grading of the post can be raised, however evidence will need to be provided as to why the grading is inappropriate based on the duties, responsibilities and nature of a job role. This will be reviewed by the HR Advisory Service – JE Team as part of management's consideration of the trade union's response to the consultation process.

Where, after 6 months has elapsed, an employee feels the grading and factor profile of their job is inappropriate they should follow the process for a personal application for their job role to be re-assessed.

Personal Application for Re-assessment of Job Role

It is expected that an employee will have been performing a job role for a minimum of 6 months before a personal application for re-assessment will be submitted. This is to ensure that an employee is able to fully understand the requirement of and perform the job role in order to be able to provide appropriate examples and information to the HR Advisory Service – JE Team to evaluate their job role.

Process

1. An employee should complete the Personal Application for Re-assessment of Job Role form (Appendix 2) and send it to their Head of Service.
2. The Head of Service will add any comments in relation to the factual content of the form and forward it to the HR Advisory Service.
3. A meeting will be arranged by the HR Advisory Service – JE Team with the employee(s) and management representative(s). The employee(s) can be accompanied by a trade union representative or work colleague.

Where the re-assessment is from a group job, employees should nominate a couple of representatives to attend the meeting on their behalf.

4. Following the meeting the job role will be evaluated. The Head of Service will be informed of the evaluated grade prior to the employee(s) receiving their written notification of the outcome.
5. Where an employee(s) remains dissatisfied they have a right of appeal. An appeal must be lodged to the Head of Human Resources within 7 days of receipt of written notification of the outcome.
6. An appeal against the outcome of an evaluation using the NJC JE Scheme will be heard by a Panel consisting of a management and trade union representative, facilitated by Human Resources.

An appeal against the outcome of an evaluation using Hay methodology will be heard by a Head of Service/Corporate Director advised by Human Resources.

The decision of the Panel will be final. The Head of Service will be notified of the outcome of the appeal and the employee(s) will receive written confirmation within 10 working days of the appeal hearing.

Appeals Procedure

Representatives and Evidence

Employees have the right to be accompanied by a trade union representative or a work colleague. It would not normally be reasonable for an employee to insist on being accompanied by someone whose presence would cause a conflict of interest nor would it be reasonable for an employee to ask to be accompanied by someone who was not available when someone suitable and willing was available.

It is the responsibility of the employee to arrange for his/her representation, notifying their representative of the appeal date in good time and providing copies of all relevant documentation. The employee must also ensure that there is no conflict of interest with the person accompanying or representing them.

Representatives presenting the management case will include an HR Business Partner and management representatives from the employees service.

New evidence cannot be presented at the Appeal Hearing. If new evidence is presented the appeal hearing may be adjourned. The Panel may instruct a further review meeting to take place.

1. Notification of Appeal Hearing Date

Employees will be given at least two weeks advance notification of their appeal hearing date. The appeal will only be re-arranged in exceptional circumstances so the employee(s) must make every effort to prepare their documentation and arrange representation.

Appeals may be arranged with shorter notice but agreement will be sought in advance.

2. Exchange of Documentation

Documentation that the employee(s) will rely on at the hearing must be submitted to the HR Advisory Service - JE Team no later than one week before the appeal hearing date.

A documentation pack will be prepared by the HR Advisory Service – JE Team and sent to the employee and the Panel no later than 3 working days before the hearing date.

3. Appeal Hearing – Procedure for Conduct of Hearing

1. Introductions

2. Employee Presentation:

- The employee(s) (or their representative) will present their case to the Panel in the presence of management representatives.
- Management representatives will have an opportunity to ask questions.
- Members of the Panel will have an opportunity to ask questions.

3. Management Presentation:

- Management representatives will present their case to the Panel in the employee's presence (and their representative).
- The employee (and their representative) will have the opportunity to ask management representatives questions.
- Members of the Panel will have an opportunity to ask management representatives questions.


4. Summing Up:

- Management representatives will have the opportunity to summarise their case.
- The employee(s) (or their representative) will have the opportunity to summarise their case.

5. Consideration of Presentations:

- The employee(s) (and their representative) and management representatives will withdraw.
- The Panel consider the presentations and
- Determine their outcome.

Appendix 2

 <p>Stockton-on-Tees BOROUGH COUNCIL</p>	<h3>Personal Application for Re-assessment of Job Role</h3>	
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- You should submit this form to your Head of Service and keep a copy for yourself. You may send a copy to your trade union representative if you wish.
- Your Head of Service will forward your application to Human Resources.
- If you have not received an acknowledgement from the Head of Human Resources within two weeks of submitting your form to your Head of Service (HOS) you should raise the matter immediately with the HOS.
- You should receive a decision on your application within six weeks of receipt of your submission by Human Resources. If it has not been possible to progress the matter, you will be informed of the reason.

Part A (for completion by the applicant)

Name:	Service/Section:	
Post Title:	Post Ref:	JE Reference:
Date appointed:	Present grade:	

Basis of Application

Please provide a summary of your reasons for re-assessment of your job role and an outline of the changes which have taken place since the last review. Then consider the job evaluation factors detailing reasons/examples against those you believe need to be re-evaluated.

Job Evaluation Factor	Current Level	Reasons / Examples
Knowledge		
Mental Skills		
Interpersonal and Communication Skills		
Physical Skills		
Initiative and Independence		
Physical Demands		
Mental Demands		
Emotional Demands		
Responsibility for People		
Responsible for Supervision, Management and Co-ordination		
Responsibility for Financial Resources		
Responsibility for Physical Resources		
Working Conditions		

Please continue on a separate sheet if necessary

Please provide any other information you believe is relevant to your application.

Signature:

Date of Submission to
Head of Service:

Part B (for completion by Head of Service)

I received this application on:

Observations:

Signed:

Date Rec'd by
HoHR:

Date Ack. by HoHR:

Appendix 3 - Redundancy selection matrix

The scores arrived at will form the basis of management decisions as to whom to select for redundancy.

Guidance for scoring:

The range of 1-7 for employees' point scores should be applied as Appendix 4.

Redundancy selection matrix			
Name of employee		Job title	
Department		Length of service	
Name(s) of manager(s) making assessment			
Criteria	Score (1- 7)	Weighting (1-7)	Total score
Skills, knowledge & experience: Knowledge of job, customers, the Council, etc. Breadth and depth of relevant experience			
Capability (only applicable if employee is currently subject to formal capability procedure)			
Relevant qualifications/training			
Attendance			
Disciplinary record			
Total score			
Manager's signature		Date	
Approval of senior manager		Date	

Appendix 4 – Redundancy Scoring

Skills/Knowledge/Experience/Flexibility/Versatility

Score	Standard
7	Outstanding
6	Very good
5	Good
4	Average
3	Minimum
2	Acceptable
1	Below acceptable

Capability

Score	Standard
7	No current capability issues
0	Currently subject to formal capability procedure

Relevant Qualifications

Score	Standard
7	Hold relevant qualification
4	Working towards
0	Do not hold relevant qualification

Attendance (this will be in accordance with Attendance Management Policy)

Score	Standard
7	No absence during service
4	No absence in the last 12 months
1	Any absence which meets a trigger point including long term absences of 4 weeks duration

Disciplinary Record (Live)

Score	Standard
7	No disciplinary record
5	Firm Management Guidance
3	First Written Warning
1	Final Written Warning

Appendix 5 - Enhanced SBC Redundancy Table (Statutory x 2.2)

Ready reckoner for calculating the number of weeks pay due

	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Age 18	2.2	3.3	4.4																
19	2.2	3.3	4.4	5.5															
20	2.2	3.3	4.4	5.5	6.6														
21	2.2	3.3	4.4	5.5	6.6	7.7													
22	2.2	3.3	4.4	5.5	6.6	7.7	8.8												
23	3.3	4.4	5.5	6.6	7.7	8.8	9.9	11.0											
24	4.4	5.5	6.6	7.7	8.8	9.9	11.0	12.1	13.2										
25	4.4	6.6	7.7	8.8	9.9	11.0	12.1	13.2	14.3	15.4									
26	4.4	6.6	8.8	9.9	11.0	12.1	13.2	14.3	15.4	16.5	17.6								
27	4.4	6.6	8.8	11.0	12.1	13.2	14.3	15.4	16.5	17.6	18.7	19.8							
28	4.4	6.6	8.8	11.0	13.2	14.3	15.4	16.5	17.6	18.7	19.8	20.9	22.0						
29	4.4	6.6	8.8	11.0	13.2	15.4	16.5	17.6	18.7	19.8	20.9	22.0	23.1	24.2					
30	4.4	6.6	8.8	11.0	13.2	15.4	17.6	18.7	19.8	20.9	22.0	23.1	24.2	25.3	26.4				
31	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	20.9	22.0	23.1	24.2	25.3	26.4	27.5	28.6			
32	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	23.1	24.2	25.3	26.4	27.5	28.6	29.7	30.8		
33	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	25.3	26.4	27.5	28.6	29.7	30.8	31.9	33.0	
34	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	27.5	28.6	29.7	30.8	31.9	33.0	34.1	35.2
35	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	29.7	30.8	31.9	33.0	34.1	35.2	36.3
36	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	31.9	33.0	34.1	35.2	36.3	37.4
37	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	34.1	35.2	36.3	37.4	38.5
38	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	36.3	37.4	38.5	39.6
39	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	37.4	38.5	39.6	40.7
40	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	37.4	39.6	40.7	41.8
41	4.4	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	37.4	39.6	41.8	42.9
42	5.5	7.7	9.9	12.1	14.3	16.5	18.7	20.9	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1
43	6.6	8.8	11.0	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	37.4	39.6	41.8	44.0	46.2
44	6.6	9.9	12.1	14.3	16.5	18.7	20.9	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3
45	6.6	9.9	13.2	15.4	17.6	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	37.4	39.6	41.8	44.0	46.2	48.4
46	6.6	9.9	13.2	16.5	18.7	20.9	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3	49.5
47	6.6	9.9	13.2	16.5	19.8	22.0	24.2	26.4	28.6	30.8	33.0	35.2	37.4	39.6	41.8	44.0	46.2	48.4	50.6
48	6.6	9.9	13.2	16.5	19.8	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3	49.5	51.7
49	6.6	9.9	13.2	16.5	19.8	23.1	26.4	28.6	30.8	33.0	35.2	37.4	39.6	41.8	44.0	46.2	48.4	50.6	52.8
50	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3	49.5	51.7	53.9
51	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	35.2	37.4	39.6	41.8	44.0	46.2	48.4	50.6	52.8	55.0
52	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	38.5	40.7	42.9	45.1	47.3	49.5	51.7	53.9	56.1
53	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	41.8	44.0	46.2	48.4	50.6	52.8	55.0	57.2
54	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	45.1	47.3	49.5	51.7	53.9	56.1	58.3
55	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	48.4	50.6	52.8	55.0	57.2	59.4
56	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	49.5	51.7	53.9	56.1	58.3	60.5
57	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	49.5	52.8	55.0	57.2	59.4	61.6
58	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	49.5	52.8	56.1	58.3	60.5	62.7
59	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	49.5	52.8	56.1	59.4	61.6	63.8
60	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	49.5	52.8	56.1	59.4	62.7	64.9
61*[1]	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33.0	36.3	39.6	42.9	46.2	49.5	52.8	56.1	59.4	62.7	66.0