

## UNIT SUMMARY

### What is the unit about?

This unit is about managing situations when you are required to dismiss individuals who report to you for reasons of redundancy.

Due to closure or reorganisation of a business or changes in technology, working methods or trading patterns, it is sometimes necessary to make individuals redundant. The strategic decision-making and change-management processes leading to the redundancies are dealt with in other units.

This unit focuses on the sensitive and stressful function that line managers have to perform of dismissing some or all of their team members because of redundancies. This needs to be done fairly and strictly in line with your organisation's policy and relevant legislation. It also requires strong interpersonal skills to treat those made redundant with consideration and compassion whilst ensuring that those remaining in employment are reassured.

### Who is the unit for?

The unit is for line managers who have to dismiss individuals in their team for reasons of redundancy. It is **not** designed for senior managers who make the strategic decisions about the number of redundancies and the selection criteria, nor is it designed for human resources specialists who develop redundancy policies and plans and provide specialist support to line managers who are implementing them.

### Links to other units

This unit is linked to unit **B8. Ensure compliance with legal, regulatory, ethical and social requirements** in the overall suite of National Occupational Standards for Management and Leadership. Human resource specialists should refer to the Personnel Standards *P11 Develop a strategy and plan for managing changes in people resourcing* and *P33 Operate redundancy procedures*, which describe their responsibilities.

### Skills

Listed below are the main generic 'skills' that need to be applied in managing redundancies in your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Acting assertively
- Communicating
- Empathising
- Motivating
- Reporting
- Stress management
- Valuing and supporting others

## OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Seek support from colleagues or human resources specialists on any aspects of managing redundancies about which you are unsure.
2. Provide people in your area of responsibility with full, clear and accurate information on
  - your organisation's redundancy policy and any appeals procedure
  - the reasons why it is necessary to make redundancies
  - any consultation about the redundancies which has taken place with staff and their representatives
  - the number of individuals being dismissed for reasons of redundancy
  - the methods and criteria used to select individuals for redundancy
  - any alternative employment opportunities and/or counselling available
  - the process and timescale for the redundancies
  - the method of calculating any redundancy payments.
3. Break the news to individuals selected for dismissal for reasons of redundancy clearly, considerately and confidentially.
4. Keep individuals who remain in employment informed about the process, without breaching confidentiality, in ways that maintain their confidence and morale.
5. Comply fully with your organisation's redundancy policy and relevant legislation throughout the process.
6. Keep full and accurate records of the redundancy process and store these confidentially as long as, but no longer than, necessary.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You present information clearly, concisely, accurately and in ways that promote understanding.
2. You keep people informed of plans and developments.
3. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
4. You make time available to support others.
5. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
6. You act within the limits of your authority.

7. You act to uphold individuals' rights.
8. You keep confidential information secure.
9. You model behaviour that shows respect, helpfulness and co-operation.
10. You implement difficult and/or unpopular decisions, if necessary.

10. Any alternative employment opportunities and how to decide which opportunities would be appropriate to offer to individuals.
11. Any counselling available for individuals selected for dismissal for reasons of redundancy or for those who remain in employment.
12. Your organisation's policies and procedures for keeping full and accurate records.
13. Your organisation's confidentiality policies and procedures.

## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### General knowledge and understanding

1. The importance of communicating information clearly, concisely and accurately, and how to do so.
2. How to break news to individuals selected for dismissal for reasons of redundancy clearly, considerately and confidentially.
3. The importance of providing counselling both for individuals selected for dismissal for reasons of redundancy and those who remain in employment, where appropriate.
4. The importance of complying fully with your organisation's redundancy policy and relevant legislation throughout the process.
5. The importance of keeping individuals who remain in employment informed about the process, without breaching confidentiality, and how to do so in ways that maintain their confidence and morale.
6. How to keep full and accurate records of the redundancy process and store these confidentially as long as, but no longer than, necessary.

### Industry/sector specific knowledge and understanding

1. Industry/sector requirements for managing redundancies.

### Context specific knowledge and understanding

1. The limits of your own knowledge, skills, competence and authority.
2. Your organisation's redundancy policy and appeals procedure.
3. Sources of advice, guidance and support from colleagues or human resources specialists.
4. The reasons why it is necessary to make redundancies.
5. The numbers of individuals being dismissed for reasons of redundancy.
6. The methods and criteria for selecting individuals for redundancy.
7. The process and timescales for the redundancies.
8. The methods for calculating any redundancy payments.
9. Any consultation about the redundancies that has taken place with staff and their representatives.