

Manage redundancies

Overview

This standard is about managing redundancies. You seek support from colleagues and specialists to manage staff redundancies. You outline the consultation process to staff and justify the reasons that redundancies are required. You inform staff about the decisions related to redundancies and speak to the employees affected. You also keep other staff up to date to maintain their confidence and morale during the consultant process. The standard includes maintaining records and evaluating the redundancy process to identify improvements.

This standard is for all managers and leaders.

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Performance criteria

You must be able to:

1. seek support from colleagues or human resources specialists to manage redundancies when required
2. provide accurate information on your organisation's redundancy policy and the appeals procedure to staff in your area of responsibility
3. justify the reasons for the redundancies
4. outline the consultation process for the redundancies with staff and their representatives
5. confirm the number of employees being dismissed for reasons of redundancy
6. outline the methods and criteria used to select employees for redundancy
7. provide information about the alternative employment opportunities
8. specify the learning opportunities, counselling or support available
9. confirm the process and timescale for the redundancies
10. confirm the method of calculating any redundancy payments
11. inform employees selected for dismissal for reasons of redundancy clearly, considerately and confidentially
12. interview employees being dismissed for reasons of redundancy to understand their experience of working in the organisation and of the redundancy process itself
13. demonstrate empathy with staff needs, feelings and motivations and take an active interest in their concerns
14. maintain the confidence and morale of remaining staff by sharing information about the process, in line with your organisation's confidentiality requirements
15. comply with your organisation's redundancy policy and current legislation throughout the process
16. maintain accurate records of the redundancy process and store these confidentially following organisational procedures

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17. evaluate the redundancy process with colleagues or human resources specialists
18. identify areas for improvements in the redundancy process

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. how to break news to staff selected for redundancy dismissal and the importance of communicating information clearly, concisely, considerately and confidentially
2. the importance of providing learning opportunities, counselling and support; both for employees selected for redundancy dismissal and those who remain in employment
3. how to demonstrate empathy with staff needs, feelings and motivations during redundancy consultation
4. the importance of complying fully with your organisation's redundancy policy and current legislation throughout the process
5. the importance of keeping employees who remain in employment informed about the process, without breaching confidentiality, and how to do so in ways that maintain their confidence and morale

Industry and sector specific knowledge and understanding

6. the industry and sector requirements for managing redundancies
7. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

Context specific knowledge and understanding

8. your organisation's redundancy policy and appeals procedure
9. the sources of advice, guidance and support from colleagues or human resources specialists
10. the reasons why it is necessary to make redundancies
11. the numbers of employees being dismissed for reasons of redundancy
12. the methods and criteria for selecting employees for redundancy
13. the consultation process and timescales for the redundancies

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14. the methods for calculating any redundancy payments
15. the redundancy consultation that has taken place with staff and their representatives
16. the alternative employment opportunities and how to decide which opportunities would be appropriate to offer to employees
17. the counselling available for employees selected for dismissal for reasons of redundancy or for those who remain in employment
18. your organisation's procedures for keeping accurate records in line with confidentiality and data protection policies

Skills

1. Acting assertively
2. Balancing competing needs and interests
3. Communicating
4. Decision-making
5. Empathising
6. Evaluating
7. Information management
8. Interviewing
9. Leadership
10. Leading by example
11. Managing conflict
12. Monitoring
13. Motivating
14. Obtaining feedback
15. Planning
16. Presenting information
17. Providing feedback
18. Stress management
19. Valuing and supporting members of staff

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