

## **Proposed process for compulsory redundancy (in accordance with Ordinance XXIII Parts III & IV)- Faculty of Humanities**

1. It remains the University's hope that the reductions in posts in all affected areas can be achieved through voluntary severance. This document sets out the proposed selection process that will be followed in the event that it is necessary to proceed to implement compulsory redundancies and subject to the authorisation of the Board of Governors.
2. If, following the conclusion of the voluntary severance exercise, some areas are no longer in scope because the required reductions in posts have been achieved, this will be confirmed and clarified to the Trade Unions and staff. At this point the University will also clarify which smaller selection pools will be used for selection for compulsory redundancy.
3. The selection criteria that it is proposed will be used are attached.
4. The assessment will be carried out by a panel comprising the Head of School and two Deputy Heads of School in the Alliance Manchester Business School and by the Head of School and the Directors of Research and Post Graduate Research in the School of Arts Languages and Cultures. The panel will be advised by an HR Partner and will take advice from Heads of Division or subject matter specialists as required. All panel members will have completed Equality and Diversity training and Unconscious Bias training in the 3 years preceding the assessment.
5. Affected staff will receive details in writing of the selection criteria to be applied, who will be involved in the assessment and when the assessment will take place. Staff will also be given a period of time within which to provide any information to be taken account of when the selection criteria are applied to him or her and advised that individual meetings will be arranged to discuss further if the member of staff is provisionally selected for redundancy and that any individual so selected will have a right of appeal.
6. Using the scoring from the assessment the required number of staff will be identified as being provisionally selected for redundancy and will be notified in writing with written details of their assessment against the selection criteria.
7. Staff not selected for redundancy will be advised in writing that although not selected at this stage, that position could change as a result of individual consultation meetings with staff who have been provisionally selected or successful appeals.
8. Each member of staff provisionally selected for redundancy will be invited to a meeting at which the application of the selection criteria shall be explained and the member of staff shall have the opportunity to make oral or written representations in respect of the assessment. Other matters such as redeployment opportunities can also be discussed. Staff members may be accompanied by a colleague or trade union representative.
9. A further meeting will be arranged to discuss any representations made and respond to these.
10. Any changes as a result of representations made will be confirmed in writing.
11. Following individual consultation meetings and having taken account of representations, if the selection of a member of staff is confirmed s/he will receive written confirmation of the reasons for selection and of notice of the termination of her/his employment by reason of redundancy including details of the notice period and the right to appeal. In accordance with the Redeployment Policy, notice will not expire until 23 June 2018 and throughout this period staff will continue to have access to redeployment opportunities. In the event of redeployment, the notice of redundancy will be superseded.
12. There will be an appeal process as set out in Ordinance XXIII Part V. This requires the affected individual to submit grounds of appeal to the Registrar, Secretary and Chief Operating Officer within 10 working days of receiving the notification that they are to be made redundant.

## Faculty of Humanities Proposed Selection Criteria

Version No	Status / changes made	Initials	Date
v1.0	Approved: Signed off by Sponsors and President	CD	24/7/17
v2.0	Update to Criteria 1 and wording for Criteria 2 to ensure consistency between FBMH and FoH	CD	24/7/17

### Proposed Criteria for Teaching and Research Staff

Criteria		Scoring
<b>Research (40% of total score)</b>		
1	Evidence of sustained, regular publication of original research (to include original journal articles, books, monographs or book chapter, which is excellent at an international level. This will be judged based on a range of factors including, peer review and other indicators of esteem, up to 3 <sup>1</sup> publications including forthcoming publications in press in the period 01/01/12 to 31/07/17	30 points Outstanding 24 points Strong 18 points Good 12 points Limited 6 points Very limited 0 points No evidence
2	Success in obtaining external research support funding (R and non-R coded, including externally funded studentships), at a level appropriate to the subject in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
3	Evidence of current and completed successful postgraduate research supervision (as main or co-supervisor) in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
<b>Total Score Research (out of 40)</b>		
<b>Teaching (40% of total score)</b>		
4	Evidence of successful teaching, including classroom and/or online delivery and related support, student feedback, peer review and external examiner report in the period 01/08/12 to 31/07/17	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
5	Evidence of recognition of teaching and student support by UoM e.g. internal awards, promotion of teaching such as master classes, dissemination of good teaching practice, curriculum development and staff development in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
6	Evidence of significant contribution to other Teaching & Learning activities, such as a broader contribution to the development of teaching and learning beyond the immediate organisational context, a record of contribution to teaching and learning outside the University of Manchester, invitation to be external examiner, publications based on teaching pedagogy or text book etc. in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
7	Expertise to effectively contribute to the current and expected future requirements of teaching in the School	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
<b>Total Score Teaching (out of 40)</b>		
<b>Other (20% of total score)</b>		

<sup>1</sup> As submitted by staff member

Criteria		Scoring
8	Evidence of contribution to Social Responsibility (excluding evidence in relation to Research, Teaching or Enterprise) in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
9	Evidence of contribution to Academic Enterprise, Knowledge Transfer, Business and External Engagement and Impact in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
10	Evidence of successful performance of administrative, management or leadership roles appropriate to level in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
11	Other evidence to support overall contribution in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very Limited 0 points No evidence
<b>Total Score Other (out of 20)</b>		
<b>OVERALL SCORE</b>		

Final Selection Criteria-to be used only if there is a failure to differentiate on other grounds		Scoring
12	<b>Attendance Record</b>	-10 points –Sickness absence record equivalent to a trigger point in previous 2 consecutive years (01/08/15 – 31/07/17) -5 points - Sickness absence record equivalent to a trigger point in previous year ((01/08/16 to 31/07/17)) 0 points – No sickness trigger points recorded in previous two years
13	<b>Disciplinary Record</b>	-10 points – Live Final Written disciplinary/performance management warning on HR record -5 points – Live disciplinary/performance management warning (other than final written warning) on HR record 0 points – No formal disciplinary/performance management warnings on HR records

#### Notes

- Criteria 12 and 13 relating to attendance and disciplinary will be used as a final selection criteria only if required. Adjustments to attendance records will be made so as not to include any time taken off for maternity and paternity leave; maternity related sickness absence, ante natal, parental and dependency leave; all disability related leave including impairment related sick leave; adoption leave; training; health & safety; jury service; Territorial Army or trade union membership duties (this list is not exhaustive). The selection panel will be provided with accurate records from Human Resources for this purpose should this be necessary.
- Scoring will take account of length of time in post, FTE and level (i.e. academic grade) and associated expectations
- Scoring against all criteria will take account of periods of extended absence, for example, maternity leave, parental leave, disability related sickness absence, by looking at an alternative time period to that specified, as appropriate to the individual circumstances.

## Proposed criteria for Research Staff

Criteria		Scoring
<b>Research (80% of total score)</b>		
1	Evidence of sustained, regular publication of original research which is excellent at an international level. This will be judged based on a range of factors including, peer review and other indicators of esteem, up to 3 <sup>2</sup> publications including forthcoming publications in press in the period 01/08/12 to 31/07/17	60 points Outstanding 48 points Strong 36 points Good 24 points Limited 12 points Very limited 0 points No evidence
2	Success in obtaining external research support funding (R and non-R coded, including externally funded studentships), at a level appropriate to the subject in the period 01/08/12 to 31/07/17	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
3	Evidence of current and completed successful postgraduate research supervision (as main or co-supervisor) in the period 01/08/12 to 31/07/17	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
<b>Total Score Research (out of 80)</b>		
<b>Other (20% of total score)</b>		
4	Evidence of contribution to Social Responsibility (excluding evidence in relation to Research, Teaching or Enterprise) in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
5	Evidence of contribution to Academic Enterprise, Knowledge Transfer, Business and External Engagement and Impact in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
6	Evidence of successful performance of administrative, management or leadership roles appropriate to level in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
7	Other evidence to support overall contribution in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
<b>Total Score Other (out of 20)</b>		
<b>OVERALL SCORE</b>		

<sup>2</sup> As submitted by staff member

Final Selection Criteria-to be used only if there is a failure to differentiate on other grounds		Scoring
8	<b>Attendance Record</b>	-10 points –Sickness absence record equivalent to a trigger point in previous 2 consecutive years (01/08/15 – 31/07/17) -5 points - Sickness absence record equivalent to a trigger point in previous year ((01/08/16 to 31/07/17)) 0 points – No sickness trigger points recorded in previous two years
9	<b>Disciplinary Record</b>	-10 points – Live Final Written disciplinary/performance management warning on HR record -5 points – Live disciplinary/performance management warning (other than final written warning) on HR record 0 points – No formal disciplinary/performance management warnings on HR records

#### Notes

1. Criteria 8 and 9 relating to attendance and disciplinary will be used as a final selection criteria only if required. Adjustments to attendance records will be made so as not to include any time taken off for maternity and paternity leave; maternity related sickness absence, ante natal, parental and dependency leave; all disability related leave including impairment related sick leave; adoption leave; training; health & safety; jury service; Territorial Army or trade union membership duties (this list is not exhaustive). The selection panel will be provided with accurate records from Human Resources for this purpose should this be necessary.
2. Scoring will take account of length of time in post, FTE and level (i.e. academic grade) and associated expectations
3. Scoring against all criteria will take account of periods of extended absence, for example, maternity leave, parental leave, disability related sickness absence, by looking at an alternative time period to that specified, as appropriate to the individual circumstances.

## Proposed criteria for Teaching-Focused Staff including Language Tutors in SALC

Criteria		Scoring
<b>Teaching (80% of total score)</b>		
1	Evidence of successful teaching, including classroom and/or online delivery and related support, student feedback, peer review and external examiner report in the period 01/08/12 to 31/07/17	40 points Outstanding 32 points Strong 24 points Good 16 points Limited 8 points Very limited 0 points No evidence
2	Evidence of recognition of teaching and student support by UoM e.g. internal awards, promotion of teaching such as master classes, dissemination of good teaching practice, curriculum development and staff development in the period 01/08/12 to 31/07/17	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
3	Evidence of significant contribution to other Teaching & Learning activities, such as a broader contribution to the development of teaching and learning beyond the immediate organisational context, a record of contribution to teaching and learning outside the University of Manchester, invitation to be external examiner, publications based on teaching pedagogy or text book etc. in the period 01/08/12 to 31/07/17	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
4	Expertise to effectively contribute to the current and expected future requirements of teaching in the School	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
<b>Total Score Teaching (out of 80)</b>		
<b>Other (20% of total score)</b>		
5	Evidence of contribution to Social Responsibility (excluding evidence in relation to Research, Teaching or Enterprise) from 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
6	Evidence of contribution to Academic Enterprise, Knowledge Transfer, Business and External Engagement and Impact in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
7	Evidence of successful performance of administrative, management or leadership roles appropriate to level in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
8	Other evidence to support overall contribution in the period 01/08/12 to 31/07/17	5 points Outstanding 4 points Strong 3 points Good 2 points Limited 1 point Very limited 0 points No evidence
<b>Total Score Other (out of 20)</b>		
<b>OVERALL SCORE</b>		

Final Selection Criteria-to be used only if there is a failure to differentiate on other grounds		Scoring
9	<b>Attendance Record</b>	-10 points –Sickness absence record equivalent to a trigger point in previous 2 consecutive years (01/08/15 – 31/07/17) -5 points - Sickness absence record equivalent to a trigger point in previous year ((01/08/16 to 31/07/17)) 0 points – No sickness trigger points recorded in previous two years
10	<b>Disciplinary Record</b>	-10 points – Live Final Written disciplinary/performance management warning on HR record -5 points – Live disciplinary/performance management warning (other than final written warning) on HR record 0 points – No formal disciplinary/performance management warnings on HR records

#### Notes

1. Criteria 9 and 10 relating to attendance and disciplinary will be used as a final selection criteria only if required. Adjustments to attendance records will be made so as not to include any time taken off for maternity and paternity leave; maternity related sickness absence, ante natal, parental and dependency leave; all disability related leave including impairment related sick leave; adoption leave; training; health & safety; jury service; Territorial Army or trade union membership duties (this list is not exhaustive). The selection panel will be provided with accurate records from Human Resources for this purpose should this be necessary.
2. Scoring will take account of length of time in post, FTE and level (i.e. academic grade) and associated expectations
3. Scoring against all criteria will take account of periods of extended absence, for example, maternity leave, parental leave, disability related sickness absence, by looking at an alternative time period to that specified, as appropriate to the individual circumstances.

**FACULTY OF HUMANITIES (AMBS & SALC) M2020 PROJECTS**

**PROPOSED TIMESCALES\***

tbc	Consultation Concludes Ongoing consideration of savings, e.g. retirements, resignations
29/08/17	VS Scheme closes
w/c 04/09/17, 11/09/17 and 18/09/17	VS Panel Meeting VS Recommendations to KH/LG for approval
w/c 25/09/17	Confirm VS decisions
04/10/17	If necessary, approval to be sought from Board of Governors Meeting to proceed to CR selection and individual consultation stage.
w/c 09/10/17	If CR approved, affected staff will be given a period of time (2 weeks) within which to provide any information to be taken account of when the selection criteria are applied to him or her and advised that individual meetings will be arranged to discuss further if the member of staff is provisionally selected for redundancy.
w/c 30/10/17 w/c 06/11/17	Panel meeting and assessment against CR criteria including consideration of the individual submissions resulting in staff being identified as provisionally selected for redundancy
w/c 13/11/17	Using the scoring from the assessment the required number of staff identified as being provisionally selected for redundancy will be notified in writing with written details of their assessment against the selection criteria.
	Staff not selected for redundancy advised in writing that although not selected at this stage, that position could change as a result of individual consultation meetings with staff provisionally selected or successful appeals
w/c 20/11/17	Staff provisionally selected for redundancy will be notified and invited to individual consultation meeting. Application of the selection criteria will be explained and member of staff has opportunity to make oral or written representations in respect of the assessment. Other matters such as redeployment opportunities also discussed.
w/c 27/11/17	Further meeting arranged to discuss any representations made and respond to these.
04/12/17	Following individual consultation meetings and having taken account of representations, if selection of a member of staff confirmed s/he will receive written confirmation of the reasons for selection and of notice of the termination of her/his employment by reason of redundancy including details of the notice period and the right to appeal. In accordance with the Redeployment Policy, notice will not expire until 23 June 2018 and throughout this period staff will continue to have

	access to redeployment opportunities. In the event of redeployment, the notice of redundancy will be superseded.
	Following individual consultation meetings and having taken account of representations, if selection of a member of staff <b>NOT</b> confirmed as redundant s/he will receive written confirmation of this.
By 19/12/17	Appeal process as set out in Ordinance XXIII Part V. This requires the affected individual to submit grounds of appeal to the Registrar, Secretary and Chief Operating Officer within 10 working days of receiving the notification that they are to be made redundant.
w/c 8/1/17	Appeals against terminations
Jan 2017 onwards	On-going management of Redeployees/Outplacement Services
23/03/18	Issue termination letter to "at risk" staff if not redeployed to substantive role
23/06/18	Termination of "at risk" staff

\* notional dates based upon the estimated conclusion of consultation with Trade Unions and proposed implementation date (subject to confirmation)

## **Proposed process for compulsory redundancy (in accordance with Ordinance XXIII Parts III & IV)- Faculty of Biology Medicine and Health**

1. It remains the University's hope that the reductions in posts in all affected areas can be achieved through voluntary severance. This document sets out the proposed selection process that will be followed in the event that it is necessary to proceed to implement compulsory redundancies and subject to the authorisation of the Board of Governors.
2. If, following the conclusion of the voluntary severance exercise, some areas are no longer in scope because the required reductions in posts have been achieved, this will be confirmed and clarified to the Trade Unions and staff. At this point the University will also clarify which smaller selection pools will be used for selection for compulsory redundancy.
3. The selection criteria that it is proposed will be used are attached.
4. The assessment will be carried out by a panel. It will comprise the relevant Head of School, the Vice-Deans for Research, Teaching & Learning and Social Responsibility and the relevant Division Lead. The panel will be advised by an HR Partner. All panel members will have completed Equality and Diversity training and Unconscious Bias training in the 3 years preceding the assessment.
5. Initially there will be a desktop review to assess all staff who were confirmed as at risk at the outset of the exercise against all of the criteria. This will result in each member of staff receiving an overall score and will result in the provisional removal of 90% of staff from the selection pool.
6. Those staff who are not provisionally excluded at the preliminary stage referred to in paragraph 5 will receive details in writing of the selection criteria to be applied at the next stage of the process, who will be involved in the assessment and when the assessment will take place. Staff will then be given a period of time within which to provide any information to be taken account of when the selection criteria are applied to him or her and advised that individual meetings will be arranged to discuss further if the member of staff is provisionally selected for redundancy and that any individual so selected will have a right of appeal.
7. Using the scoring from the assessment in accordance with paragraph 6 the required number of staff will be identified as being provisionally selected for redundancy and will be notified in writing with written details of their assessment against the selection criteria.
8. Staff not selected for redundancy will be advised in writing that although not selected at this stage, that position could change as a result of individual consultation meetings with staff who have been provisionally selected or successful appeals.
9. Each member of staff provisionally selected for redundancy will be invited to a meeting at which the application of the selection criteria shall be explained and the member of staff shall have the opportunity to make oral or written representations in respect of the assessment. Other matters such as redeployment opportunities can also be discussed. Staff members may be accompanied by a colleague or trade union representative.
10. A further meeting will be arranged to discuss any representations made and respond to these.
11. Any changes as a result of representations made will be confirmed in writing.
12. Following individual consultation meetings and having taken account of representations, if the selection of a member of staff is confirmed s/he will receive written confirmation of the reasons for selection and of notice of the termination of her/his employment by reason of redundancy including details of the notice period and the right to appeal. In accordance with the Redeployment Policy, notice will not expire

until 23 June 2018 and throughout this period staff will continue to have access to redeployment opportunities. In the event of redeployment, the notice of redundancy will be superseded.

13. There will be an appeal process as set out in Ordinance XXIII Part V. This requires the affected individual to submit grounds of appeal to the Registrar, Secretary and Chief Operating Officer within 10 working days of receiving the notification that they are to be made redundant.

## FBMH Proposed Selection Criteria

Version No	Status / Changes made	Initials	Date
v1.0	Approved: Signed off by Sponsors and President	CD	24/7/17
v2.0	Update to wording for Criteria 3 to ensure consistency between FBMH and FoH	CD	24/1/17
V2.1	Correction to date 31/01/07	CD	24/1/17

Criteria		Scoring
<b>Research</b>		
1	Evidence of sustained, regular publication of original research (to include original journal articles, books, monographs or book chapter, which is excellent at an international level. This will be judged by taking the top three outputs including forthcoming publications in press in the period 01/01/14 –31/01/17 epub date)	Contribution to knowledge or thinking (scored in the round) 30 points Outstanding 24 points Strong 18 points Good 12 points Limited 6 points Very limited 0 points No evidence
2	Average annual income (as we routinely measure as spend, on research, business engagement, knowledge transfer and any University income personally generated by the individual) in the period 01/08/12 – 31/07/17	<p>Grade 9 20 points £400,000+ 15 points £325,000 - &lt;400,000 10 points £250,000 - &lt;325,000 8 points £175,000 - &lt;£250,000 6 points £125,000 - &lt;£175,000 4 points £75,000 - &lt;£125,000 2 points £25,000 - &lt;£75,000 1 point £1 - &lt;£25,000</p> <p>Grade 8 20 points £300,000+ 15 points £225,000 - &lt;£300,000 10 points £175,000 - £225,000 8 points £125,000 - &lt;£175,000 6 points £75,000 - &lt;£125,000 4 points £37,500 - &lt;£75,000 2 points £18,750 - &lt;£37,500 1 point £1 - &lt;£18,750</p> <p>Grade 7/6 20 points £200,000+ 15 points £150,000 - &lt; £200,000 10 points £100,000 - &lt;£150,000 8 points £75,000 - &lt;£100,000 6 points £50,000 - &lt;£75,000 4 points £25,000 - &lt;£50,000 2 point £12,500- &lt;£25,000 1 point £1 - &lt;£12,500</p>

Criteria		Scoring
3	Success in obtaining external research support funding (R and non-R coded, including externally funded studentships) in the 12 month period 01/08/16 – 31/07/17 (total revenue value per investigator)	Grade 9 10 points £400,000 8 points £200,000 - <£400,000 6 points £100,000-- <£200,000 4 points £50,000 - <£100,000 2 points £25,000 - <£50,000 1 point £1 - <£25,000 Grade 8 10 points £300,000 + 8 points £150,000 - <£300,000 6 points £75,000 - <£150,000 4 points £37,500 - <£75,000 2 points £18,750 - <£37,500 1 point £1 - <£18,750 Grade 7/6 10 points £200,000 + 8 points £100,000 - £200,000 6 points £50,000 - <£100,000 4 points £25,000 - <£50,000 2 points £12,500 - <£25,000 1 point £1 - <£12,500
4	Number of PhD students supervised (as main or co-supervisor) to completion in the period 01/08/12 – 31/07/17	2 points per student (>=50% supervision credit) 1 point per student (< 50% supervision credit) (maximum score of 15 points)
5	Number of PhD students currently (as of 01/08/17) supervised (as main or co-supervisor).	2 points per student (>=50% supervision credit) 1 point per student (< 50% supervision credit) (maximum score of 15 points)
<b>Total Score Research</b>		
<b>Teaching</b>		
6	Contribution to credit bearing UG and PGT programmes in the period 01/08/12 – 31/07/17 including direct contact hours, assessment and feedback, student support and teaching leadership and taking into account size of student population and strategic curriculum contribution. Please express as a proportion of fte	10 points 1 fte 8 points Up to 0.8 fte 6 points Up to 0.6 fte 4 points Up to 0.4 fte 2 points Up to 0.2 fte 1 point Up to 0.1 fte 0 points 0 fte
7	Evidence of successful teaching, including classroom and/or online delivery and related support, student feedback, peer review and external examiner reports in the period 01/08/12 – 31/07/17	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
8	Evidence of recognition of teaching and student support by UoM e.g. internal awards, promotion of teaching such as master classes, dissemination of good teaching practice, curriculum development and staff development in the period 01/08/12 – 31/07/17	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
9	Evidence of significant contribution to other Teaching & Learning activities, such as, a broader contribution to the development of teaching and learning beyond the immediate organisational context, a record of contribution to teaching and learning outside the University of Manchester, invitation to be external examiner, publications based on teaching pedagogy or text book etc. in the period 01/08/12 – 31/07/17	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence

Criteria		Scoring
10	Expertise to effectively contribute to the current and expected future requirements of teaching in the Faculty	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
<b>Total Score Teaching</b>		
<b>Other</b>		
11	Evidence of contribution to Social Responsibility (excluding evidence in relation to Research, Teaching or Enterprise) in the period 01/08/12 – 31/07/17	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
12	Evidence of contribution to Academic Enterprise, Knowledge Transfer, Business and External Engagement and Impact in the period 01/08/12 – 31/07/17	20 points Outstanding 16 points Strong 12 points Good 8 points Limited 4 points Very limited 0 points No evidence
13	Evidence of successful performance of administrative, management or leadership roles appropriate to level in the period 01/08/12 – 31/07/17	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
14	Other evidence to support overall contribution in the period 01/08/12 – 31/07/17	10 points Outstanding 8 points Strong 6 points Good 4 points Limited 2 points Very limited 0 points No evidence
<b>Total Score Other</b>		
<b>OVERALL SCORE</b>		

Final Selection Criteria-to be used only if there is a failure to differentiate on other grounds		Scoring
15	Attendance Record	-10 points – Sickness absence record equivalent to a trigger point in previous 2 consecutive years (01/08/15 – 31/07/17) -5 points - Sickness absence record equivalent to a trigger point in previous year (01/08/16 – 31/08/17) 0 points – No sickness trigger points recorded in previous two years (01/08/15 – 31/07/17)
16	Disciplinary Record	-10 points - Live Final Written Disciplinary/Performance Warning on HR record -5 points - Live Disciplinary/Performance Warning (other than Final Written Warning) on HR record 0 points - No formal disciplinary/ performance management warnings on HR record

## Notes

1. Criteria 15 and 16 relating to attendance and disciplinary will be used as final selection criteria only if required. Adjustments to attendance records will be made so as not to include any time taken off for maternity and paternity leave; maternity related sickness absence, ante natal, parental and dependency leave; all disability related leave including impairment related sick leave; adoption leave; training; health & safety; jury service; Territorial Army or trade union membership duties (this list is not exhaustive). The selection panel will be provided with accurate records from Human Resources for this purpose should this be necessary.
2. Scoring will take account of length of time in post, fte and level (i.e. academic grade) and associated expectations
3. Scoring against all criteria will take account of periods of extended absence for example, maternity leave, parental leave, disability related sickness absence, by looking at an alternative time period to that specified, as appropriate to the individual circumstances.

**FBMH M2020 PROJECTS**

**PROPOSED TIMESCALES\***

tbc	<p>Consultation Concludes As and when receive VS applications obtain information on workload to be reallocated and submit to Division Lead/HoS for consideration Schools/Faculty review applications on a weekly basis and where possible make decisions and submit to University panel. Other decisions deferred until closure of scheme. Ongoing consideration of other savings, e.g. retirements, resignations</p>
29/08/17	VS Scheme closes
w/c 28/08/17	Obtain information from applicants in the final week on workload to be reallocated and submit to Division Lead/HoS for consideration
w/c 04/09/17 and w/c 11/09/17	VS Panel Meeting VS Recommendations to KH/LG for approval
w/c 18/09/17	Final VS Panel Meeting VS Recommendations to KH/LG for approval
w/c 25/09/17	Confirm VS decisions
04/10/17	If necessary, approval to be sought from Board of Governors Meeting to proceed to CR selection and individual consultation stage.
w/c 09/10/17 – w/c 23/10/17	If CR approved, the Panel will undertake a preliminary desktop review to assess all staff who were confirmed as at risk at the outset of the exercise against the criteria. Results in the provisional removal of 90% of staff from the selection pool.
w/c 23/10/17 – w/c06/11/17	Staff not provisionally excluded at this stage then given a period of time (2 weeks) within which to provide any information to be taken account of when the selection criteria are applied to the residual pool in order to select those who will be provisionally selected for redundancy and move into the individual consultation stage.
w/c 13/11/17	The panel will then carry out the selection process including consideration of the individual submissions to identify those who are provisionally selected for redundancy.  Staff not selected for redundancy advised in writing that although not selected at this stage, that position could change as a result of individual consultation meetings with staff provisionally selected or successful appeals

w/c 20/11/17	Staff provisionally selected for redundancy will be notified and invited to individual consultation meeting. Application of the selection criteria will be explained and the member of staff has opportunity to make oral or written representations in respect of the assessment. Other matters such as redeployment opportunities also discussed.
w/c 27/11/17	Further meeting arranged to discuss any representations made and respond to these.
04/12/17	Following individual consultation meetings and having taken account of representations, if selection of a member of staff confirmed s/he will receive written confirmation of the reasons for selection and of notice of the termination of her/his employment by reason of redundancy including details of the notice period and the right to appeal. In accordance with the Redeployment Policy, notice will not expire until 23 June 2018 and throughout this period staff will continue to have access to redeployment opportunities. In the event of redeployment, the notice of redundancy will be superseded.
	Following individual consultation meetings and having taken account of representations, if selection of a member of staff <b>NOT</b> confirmed as redundant s/he will receive written confirmation of this.
By 19/12/17	Appeal process as set out in Ordinance XXIII Part V. This requires the affected individual to submit grounds of appeal to the Registrar, Secretary and Chief Operating Officer within 10 working days of receiving the notification that they are to be made redundant.
w/c 8/1/17	Appeals against terminations
Jan 2017 onwards	On-going management of Redeployees/Outplacement Services
23/03/18	Issue termination letter to "at risk" staff if not redeployed to substantive role
23/06/18	Termination of "at risk" staff

\* notional dates based upon the estimated conclusion of consultation with Trade Unions and proposed implementation date (subject to confirmation)

## PROFESSIONAL SUPPORT SERVICES (PSS)

### COMPULSORY REDUNDANCY SELECTION CRITERIA

#### Method of selecting the employees who may be dismissed for reasons of redundancy and of carrying out the dismissals

If the reductions cannot be achieved through voluntary severance, it is proposed to move to a compulsory process where it is anticipated that selection from the relevant “at risk” pools would be based on criteria outlined here.

Within this document the terms “in scope” pool and “at risk” pool are used. It is proposed that the application of criteria to the roles within the “in scope” pool, which may represent a large number of staff, where this is used, will reduce the size of this pool and thereby identify the “at risk” pool for selection for redundancy. For the avoidance of doubt, only staff who have been informed that they are “at risk” of redundancy will be eligible to apply for voluntary severance.

The proposed method of selecting the employees who may be selected for redundancy in the PSS areas is presented below.

The University proposes to follow the process outlined in its *Introducing Change to Organisational Structures Procedure*, the *Security of Employment Policy* and the *Redeployment Policy* as agreed with the Trade Unions. It is proposed that the same pools identified as at risk would be utilised for selection for compulsory redundancy. Those staff identified as at risk will be eligible to apply for voluntary severance in the first instance. The University will follow the steps outlined in the *Introducing Change to Organisational Structures* procedures in conjunction with considering applications for Voluntary Severance.

It is proposed that the staff affected will be considered under the pooling process in the following categories:

- a) Employees will be designated as a “Direct Transfer” where there is a like for like job match (i.e. at least 80% of their current job is identifiable in the new role) and where no reduction in the number of such roles is proposed. This must be a role at the same grade.
- b) Employees will be “ring-fenced” and designated as being “at risk” where there is a pool of individuals against a job role/s the same as, or similar to, the roles they currently do. This may be where:
  - There is a like for like match as in (a) but a reduction in the number of roles is proposed; or
  - There is at least 51% (but less than 80%) of their current role identifiable in the new job role, which must be at the same grade. There may or may not be a reduction in the number of such roles proposed.
- c) Employees will be designated as being “at risk” where there is no obvious match for the individual against any job role in the new structure.

## **Compulsory Redundancy**

In the event that selection of staff for compulsory redundancy becomes necessary as a consequence of them being designated as being “at risk” where there is a reduction in the number of roles or no obvious match for the individual against any job role in the new structure, the proposed criteria to be applied to those “at risk”, which are subject to consultation, are set out in appendix 1.

The PSS Compulsory Redundancy Selection Criteria Matrix provides a robust method for the selection of employees for compulsory redundancy. The objective of the process is to ensure that where appropriate, every employee affected by redundancy is evaluated against agreed standard criteria which are applied on a fair and consistent basis by the appointed management panel.

Where there is no obvious match for an individual against any job role in the new structure or where it becomes necessary to reduce the number of employees in a specific role, i.e. where the number of existing employees exceeds the number of jobs required, this matrix and process will be used. The selection criteria and scoring system outlined below should be used after application of the process outlined in the *Introducing Change to Organisational Structures Procedure* to determine which employees are ‘at risk’.

The redundancy selection criteria and scoring matrix form the basis on which employees can be objectively and fairly measured against each other. Management Panels should use all of the criteria listed in the matrix. If any specific criteria is not applicable to those employees in any given “at risk” pool for selection for redundancy then a score of 0 (zero) should be marked in the scoring matrix for all applicable staff. When using knowledge, skills or experience as selection criteria, the specific requirements in relation to these areas should be identified at the outset of the process and will be based upon the person specification requirements of the new role/s at the same grade, so that fair and consistent judgements about individual employees can be made. Where an individual has had significant periods of absence, for example maternity and paternity leave, adoption leave, parental and dependency leave, sickness absence leave (this list is not exhaustive) this will be taken into account when considering the capacity an individual has had to gain the relevant knowledge, skills or experience.

As a minimum, three managers should be appointed to undertake the selection for redundancy exercise, one of which will be a representative from Human Resources who will also oversee the process and provide professional advice and guidance to ensure the process is fair and transparent. Each manager will be responsible for independently scoring employees in scope of redundancy using the agreed criteria and scoring matrix. The management panel will then meet to discuss and agree the final selections. If there is more than one selection exercise taking place, there should be consistency in the individuals making redundancy assessments to ensure the process remains fair. It is recommended that managers involved in the redundancy selection exercise can make informed decisions either through direct knowledge of the employee and the work they perform or has access to accurate records of the employees’ performance. Individual Panel members involved in the redundancy selection exercise will need to be able to objectively justify the decisions and scores in the event of an appeal. It is also envisaged that individual employees in the “at risk” pool for selection for redundancy would be entitled to provide written submissions in relation to the criteria and how it applies to them.

All employees who are subsequently selected for redundancy on the basis of the selection criteria have the right to be provided with the breakdown of their score and limited information about their position on the matrix relative to other employees in the selection pool. Under no circumstances should the scores of other named employees in the pool be revealed.

### **Scoring**

The scoring system reflects the respective weighting given to the individual selection criteria and their relative importance to the role/service. It is important that scores are supported by accurate records and managers are required to provide documentary evidence for this purpose. The matrix should be used in conjunction with the *Introducing Change to Organisational Structures* procedures and these guidelines.

Points relating to sickness records and disciplinary records (F and G) of the criteria would only be considered if there were members of staff with the same/similar scores based on criteria A-E inclusive. Adjustments to attendance/absence records will be made so as not to include any time taken off for maternity related sickness absence and all disability related leave including impairment related sick leave. The selection panel will be provided with accurate records from Human Resources for this purpose.

### **Appeals against Termination on the Grounds of Compulsory Redundancy**

A member of staff who is given notice of dismissal for reasons of redundancy may appeal against the decision to select them for compulsory redundancy in accordance with the procedure in 4.12 of the *Introducing Change to Organisational Structures Procedure*.

APPENDIX 1

CRITERIA	PSS COMPULSORY REDUNDANCY SELECTION CRITERIA				SCORE
	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	
<b>A</b>	<b>Duties performed OLD TO NEW roles (matching)</b>	<51% of duties	Between 51% and 79% of duties	>=80% of duties	0
	AVAILABLE SCORES	0	10	20	
<b>B</b>	<b>Qualification requirements for new role/s as defined in the person specification</b>	no relevant qualification as defined in person specification	part-qualified and not currently undertaking study for relevant qualification	part-qualified and/or currently undertaking study for relevant qualification	0
	AVAILABLE SCORES	0	5	10	20
<b>C</b>	<b>Essential knowledge – based upon the person specification requirements of the new role/s at the same grade *</b>	Has insufficient knowledge to operate effectively without close supervision	Displays some of the required knowledge in relation to the new role/s but there are clearly identifiable gaps which would not be capable of fulfilling the essential criteria for the post after a reasonable period of training has been provided	Displays the core knowledge in relation to the new role/s but there are clearly identifiable gaps may be capable of fulfilling the essential criteria for the post after a reasonable period of training has been provided	0
	AVAILABLE SCORES	0	5	10	20
<b>D</b>	<b>Essential skills – based upon the person specification requirements of the new role/s at the same grade *</b>	Has insufficient skills to operate effectively without close supervision	Displays some of the required skills in relation to the new role/s but there are clearly identifiable gaps	Displays the core skills in relation to the new role/s but there are clearly identifiable gaps may be capable of fulfilling the essential criteria for the post after a reasonable period of training has been provided	0
	AVAILABLE SCORES	0	5	10	20
<b>E</b>	<b>Essential experience/ – based upon the person specification requirements of the new role/s at the same grade *</b>	Has insufficient experience to operate effectively without close supervision	Has some of the required experience in relation to the new role/s but there are clearly identifiable gaps	Has the core experience in relation to the new role/s but there are clearly identifiable gaps may be capable of fulfilling the essential criteria for the post after a reasonable period of training has been provided	0
	AVAILABLE SCORES	0	5	10	20
<b>F</b>	<b>Sickness absence levels**</b>	Sickness absence record triggered in previous 2 consecutive years (1 August 2015 to 31 July 2017)	Sickness absence record triggered in previous year (1 August 2016 to 31 July 2017)	Sickness absence record less than trigger point in previous 2 years (1 August 2015 to 31 July 2017)	0
	AVAILABLE SCORES	-10	-5	0	

G	Disciplinary record	Live Disciplinary/Performance Management HR record	Final Disciplinary/Performance Warning on HR record	Written Warning on Final HR record	Live Disciplinary/Performance Management Warning (other than Final Written Warning) on HR record	No formal disciplinary/ performance management warnings on HR record	
	AVAILABLE SCORES			-10	-5	0	
	TOTAL SCORE AWARDED					0	
	* Where an individual has had significant periods of absence, for example maternity and paternity leave, adoption leave, parental and dependency leave, sickness absence leave (this list is not exhaustive) this will be taken into account when considering the capacity an individual has had to gain the relevant knowledge, skills or experience.						
	** It is proposed that adjustments will be made so as not to include any time taken off for maternity related sickness absence, and all disability related leave including impairment related sick leave.						

**PSS M2020 PROJECTS**

**PROPOSED TIMESCALES\***

	<p>Consultation Concludes  Management Consideration of feedback on structures, JDs etc.  Publish final structure charts and job descriptions  Management assessment of pooling to positions  Confirm Direct Transfers / not at risk  Confirm if individual still 'at risk' and if appropriate, roles they are potentially ring fenced too.  Follow up on expressions of interest for Redeployment opportunities.</p>
<b>31/07/17</b>	<b>VS Scheme closes 31/07/17</b>
w/c 31/07/17	Meet with individuals who have submitted VS applications to determine their aspirations or preferences.
w/c 07/08/17	VS Panel Meeting VS Recommendations to KH/LG for approval
w/c 14/08/17	Confirm VS decisions Where VS has made it possible, close pools and inform individuals If CR will not be necessary, re-confirm roles 'at risk' individuals are potentially ring fenced to as this may have changed due to VS / redeployment outcomes. If CR will not be necessary, carry out aspirational interview process and confirm outcomes to individuals.
w/c 21/08/17	Review of pooling decisions (where reviews requested)
	On-going vacancy management (external to area of restructure) of expressions of interest for "at risk" redeployees
04/10/17	If necessary, approval to be sought from Board of Governors Meeting to proceed to CR.
w/c 09/10/17	If CR approved, affected staff will receive details in writing of the selection criteria to be applied, which will be involved in the assessment and when the assessment will take place. Staff will also be given a period of time (2 weeks) within which to provide any information to be taken account of when the selection criteria are applied to him or her and advised that individual meetings will be arranged to discuss further if the member of staff is provisionally selected for redundancy and that any individual so selected will have a right of appeal.
w/c 23/10/17	Each member of staff provisionally selected for redundancy will be invited to a meeting at which the application of the selection criteria shall be explained and the member of staff shall have the opportunity to make oral or written representations in respect of the assessment. Other matters such as redeployment opportunities can also be discussed. Staff members may be accompanied by a colleague or trade union representative.

w/c 30/10/17	A further meeting will be arranged to discuss any representations made and respond to these. Any changes as a result of representations made will be confirmed in writing.
w/c 13/11/17	Following individual consultation meetings and having taken account of representations, if the selection of a member of staff is confirmed s/he will receive written confirmation of the reasons for selection and of notice of the termination of her/his employment by reason of redundancy including details of the notice period and the right to appeal. In accordance with the Redeployment Policy, notice will not expire until 23 June 2018 and throughout this period staff will continue to have access to redeployment opportunities. In the event of redeployment, the notice of redundancy will be superseded.
	Following individual consultation meetings and having taken account of representations, if the selection of a member of staff is <b>NOT</b> confirmed as redundant s/he will receive written confirmation of this and their new role.
	There will be an appeal process as set out in Ordinance XXIII Part V. This requires the affected individual to submit grounds of appeal to the Registrar, Secretary and Chief Operating Officer within 10 working days of receiving the notification that they are to be made redundant.
w/c 27/11/17	Appeals against terminations
	Implementation of new structure
	Staff induction into new teams/roles
	On-going management of Redeployees/Outplacement Services
23/03/18	Issue termination letter to "at risk" staff if not redeployed to substantive role
23/06/18	Termination of "at risk" staff

\* notional dates based upon the estimated conclusion of consultation with Trade Unions and proposed implementation date (subject to confirmation)

**Individual submission for selection process**

*The information provided on this form will be used in the formal selection exercise. Please ensure therefore that you complete the form as accurately as possible.*

**Name:**

**School:**

**Division:**

**FTE:**

**Date of completion:**

*Please provide evidence in the table below in relation to each criterion, where available. Once completed please submit this form to [Head of Human Resources/ HR Partner]*

Criterion	Evidence
This column will be pre-populated with the final set of selection criteria	

<b>INDIVIDUAL CIRCUMSTANCES</b> (Please highlight and provide details below of any of the following circumstances that are applicable to you)	<b>Part-Time Working</b>
	<b>Maternity, Paternity or Adoption Leave</b>
	<b>Disability</b>

	<b>III Health or Injury</b>
	<b>Mental Health Condition</b>
	<b>Childcare or other Caring Responsibilities</b>
	<b>Gender Reassignment</b>