

Redundancy Selection Criteria

1. Introduction

- 1.1. This paper sets out a proposed framework for how selection decisions will be made between colleagues in category 3 (i.e. where there are more people than posts). It is designed to ensure that any selection process is fair, transparent, and based on the requirements of the role.
- 1.2. The aim is to:
 - Identify the most suitable colleagues for the remaining posts.
 - Apply consistent and objective selection criteria.
 - Minimise redundancies by exploring redeployment opportunities for those not selected.

2. Overview

- 2.1. Once redundancy pools have been identified, selection criteria will be applied to assess which colleagues are best suited to the remaining roles. The proposed process includes:
 - A written submission from each colleague.
 - A structured interview.
 - Scoring against defined criteria.

3. Proposed Selection Criteria

- 3.1. Selection decisions will be based on the following:
 - 3.1.1. **Qualifications, Knowledge, Experience, and Skills**
Assessed against the essential criteria in the person specification for the role.
 - 3.1.2. **Live Disciplinary or Capability Warnings**
Considered only where candidates score equally on the above criteria.
 - 3.1.3. **Equality Impact Assessment**
Considered where scores are equal and no live warnings exist, to ensure fair and equitable outcomes.

4. Application of the Criteria

Written Submission

- 4.1. Colleagues will be asked to submit a written statement explaining how they meet the essential criteria. Guidance will be provided to support this (see Appendix 1).

Interview

- 4.2. Interviews will focus on the essential criteria from the job description and person specification.
- 4.3. Colleagues will be informed of the broad areas to be covered in advance (but not the exact questions).

4.4. A maximum of 10 questions will be asked.

5. Scoring

5.1. Each interview question will be scored as follows:

Score	Evaluation
0	Does not meet the criteria
1	Partially meets the criteria
2	Meets the criteria
3	Exceeds the criteria

5.2 The maximum total score is **30 points** (10 questions x 3 points each).

6. Panel Requirements

6.1. All panel members must complete **unconscious bias training** before participating.

6.2. Panels should be diverse where possible and include at least one HR representative or trained observer.

7. Next Steps for Colleagues Not Selected

7.1. Colleagues who are not selected remain at risk of redundancy.

7.2. The University will actively explore **redeployment opportunities** for these individuals.

7.3. Feedback will be offered to all colleagues involved in the process.

Guide on Written Submissions for Redundancy Selection Interviews

1. Introduction

- 1.1. Selection for redundancy will be determined by the written submission and interview performance of colleagues who are at risk of redundancy.

2. What is a written submission?

- 2.1. When colleagues are at risk of redundancy they may be in a pool of colleagues in similar posts and from this pool colleagues will be selected for new posts or not selected and their employment may be terminated with notice, unless redeployment to suitable, alternative employment can be achieved.
- 2.2. The written submission is the colleague's opportunity to demonstrate how they fulfil the selection criteria for a new post. The selection criteria are the essential requirements needed to undertake the new post and are contained in the job description and person specification.

3. What should be included in a written submission?

- 3.1. A summary of your employment history, to include;
 - previous employers and posts
 - dates employed
 - brief outline of your main duties or significant achievements which relate to the post for which you are applying
 - outline of your professional and academic qualifications
 - contact details
- 3.2. The written submission should be an overview of your working life and should be big enough to capture the key points but not going into extensive detail of the minutiae of your career. Do not include copies of certificates. Make it easy to read, nicely spaced, with key details. Don't include "interests".
- 3.3. The written submission is your main opportunity to tell the Senior Manager overseeing redundancy selection how you are suitable for a new post. But where do you start?
- 3.4. Look at the job description (JD) and person specification (PS) for the post.
- 3.5. The job description tells you what work needs to be done, and the person specification tells you what you need to do it.
- 3.6. Pick out the main duties from the JD and write in your covering letter when and how you have done these or if not identical, point out how similar what you have done is to the duties on the JD.
- 3.7. Go through the PS with bullet points and demonstrate how you fulfil the criteria.
- 3.8. Lastly, add a paragraph, saying what interests you about the post, how it fits into your career development and aspirations.

3.9. Remember to check for:

- spelling
- punctuation
- grammar

3.10. Keep your tone professional and polite. Do not assume that the Senior Managers involved in redundancy selection know anything about you, even if they are your managers. You will be assessed by your written submission and your interview performance. It may help you to approach the written submission as if you were applying for a job outside of the University. For example, detail your work successes and achievements as if the senior managers did not know you. Mention training courses and any awards or qualifications you have gained.

4. Senior Managers' Assessments

4.1. The Senior Managers overseeing redundancy selection will score you based on your written submission and your interview performance, so it is important to fully represent yourself on paper and when you meet face to face.

4.2. At the end of the interview process all of the applicants will have been scored and those with the lowest score will not be selected for new posts. So, if they are 10 colleagues in a redundancy pool and 8 new posts, then the 2 colleagues with the lowest scores will not be selected for a new post and will enter the redeployment pool.

4.3. If two or more colleagues whose scores were low and have equal scores and one has a live formal disciplinary or capability record, the colleagues with no live formal disciplinary or capability record will be selected for a new post.

4.4. If you are not selected for a post and are at risk of redundancy, we will seek to redeploy you if there is suitable, alternative employment. You will be provided with feedback on your written submission and interview performance.

5. Coaching Sessions

5.1. People and Culture will be providing coaching sessions on written submissions and interview preparation and performance. We know this may be a tough time for colleagues and we want to support you so that you give your best.

Guidance on Interviews

- 1.1. Applying for a new job can be very exciting for some, but for others it may be stressful, particularly if there is a risk to employment due to redundancy. This brief guide is designed to help you make the best of your interview.
- 1.2. It is quite natural for people to get nervous before an interview. A lot may ride on them, and it is normal and healthy to feel a little apprehension. Don't worry about worrying. Remember to breathe calmly before interview and to enter the interview with a smile and a confident "hello". The aim of the panel conducting the interview is to get as much information as they can from you and will approach the interview in a kind and supportive manner. There will not be any trick questions.

2. Preparation is everything for an interview

- 2.1. Read the Job Description (this tells you what work the job involves) and the Person Specification (this tells you what you need to do it).
- 2.2. You may want to consider what interview questions you may be asked and come up with answers based on the job description and particularly the essential criteria of the person specification to try to anticipate what questions you may be asked at interview. We will give you the broad subject areas about which question areas will be asked, but not the specific questions, in advance of the interview. This is to aid your interview preparation so that you can think of examples in advance of the interview.
- 2.3. You could ask someone to give you a mock-interview and give you feedback on what went well and what could be done better in order to identify how you could improve your interview performance.
- 2.4. Some interview questions require more than one example for an answer. Quite often the opening question is called a "loosener". Something like, "tell us how your experience, training and qualifications equip you for this post?" Give a potted account of key relevant parts of your experience.
- 2.5. A "loosener" is designed to get you talking and to set you at ease, so, do make the most of telling the panel about yourself, but as always, it is a balance between saying enough and talking too much.
- 2.6. Do not assume that the interviewers know anything about you, even when they are your managers. They will be assessing you on your written submission and your interview. It may be a good idea to think of the interview as if it were an interview with a new employer who know nothing about you. Think about how you match the post and give examples of your successes at work that evidence this.
- 2.7. Listen to the questions. Some interviewees answer what they want to answer rather than what was asked. Listen, reflect, answer.
- 2.8. If you are not clear on a question, ask the interviewer to repeat it. It is better to answer correctly than to try to muddle-through.

- 2.9. If the question has two parts and after answering the first part you forget the second part, just say, “and could you repeat the second part of your question, please?” Interviewers will be happy to do this, and it shows that you are confident and attentive to fully answer the question.
- 2.10. In the heat of the moment, it is easy to lose your thread and there is a risk that you may start to ramble. Stop! The interviewers know this may be stressful for you. If you have lost your way, stop and ask for directions; “sorry, could you repeat the question, please?” Better to get back on the right track than to get lost and to give a poor answer.
- 2.11. As a part of your preparation, think of some relevant questions to ask the panel. It shows you have thought about the post.

3. Disabilities

- 3.1. We want you to give your best at interview. If you have a disability and/or need any reasonable adjustments to be made to the selection process, please ensure this is identified on your written submission and we will ensure reasonable adjustments are made.
- 3.2. This guide tries to give you a few pointers to help you with your interview. We will be running sessions for at-risk colleagues on interview preparation and performance, and you are welcome to attend.
- 3.3. We really want to help you through this process and understand that re-structures can be stressful.