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## Overview

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

This standard is relevant to managers and leaders who are required to dismiss individuals for reasons of redundancy.

This standard links closely *CFAM&LDA4 Manage the redeployment of people*.

**Performance  
criteria**

- You must be able to:*
- P1 Seek support from appropriate colleagues or human resources specialists on any aspects of managing redundancies about which you are unsure.
  - P2 Provide people in your area of responsibility with full, clear and accurate information on
    - P2.1 your organisation's redundancy policy and any appeals procedure
    - P2.2 the reasons why it is necessary to make redundancies
    - P2.3 any consultation about the redundancies which has taken place with staff and their representatives
    - P2.4 the number of individuals being dismissed for reasons of redundancy
    - P2.5 the methods and criteria used to select individuals for redundancy
    - P2.6 any alternative employment opportunities
    - P2.7 any learning opportunities, counselling or support available
    - P2.8 the process and timescale for the redundancies
    - P2.9 the method of calculating any redundancy payments.
  - P3 Break the news to individuals selected for dismissal for reasons of redundancy clearly, considerately and confidentially.
  - P4 Interview individuals being dismissed for reasons of redundancy to understand their experience of working in the organisation and of the redundancy process itself.
  - P5 Keep individuals who remain in employment informed about the process, without breaching confidentiality, in ways that maintain their confidence and morale.
  - P6 Comply fully with your organisation's redundancy policy and relevant legislation throughout the process.
  - P7 Keep full and accurate records of the redundancy process and store these confidentially as long as, but no longer than, necessary.
  - P8 Evaluate the redundancy process with appropriate colleagues or human

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resources specialists and identify any areas for improvements.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 The importance of communicating information clearly, concisely and accurately, and how to do so.
- K2 How to break news to individuals selected for dismissal for reasons of redundancy clearly, considerately and confidentially.
- K3 The importance of providing learning opportunities, counselling and support both for individuals selected for dismissal for reasons of redundancy and those who remain in employment, where appropriate.
- K4 The importance of complying fully with your organisation's redundancy policy and relevant legislation throughout the process.
- K5 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.
- K6 How to keep full and accurate records of the redundancy process and store these confidentially as long as, but no longer than, necessary.

*You need to know and understand:*

### Industry/sector specific knowledge and understanding

- K7 Industry/sector requirements for managing redundancies.

*You need to know and understand:*

### Context specific knowledge and understanding

- K8 The limits of your own knowledge, skills, competence and authority.
- K9 Your organisation's redundancy policy and appeals procedure.
- K10 Sources of advice, guidance and support from colleagues or human resources specialists.
- K11 The reasons why it is necessary to make redundancies.
- K12 The numbers of individuals being dismissed for reasons of redundancy.
- K13 The methods and criteria for selecting individuals for redundancy.
- K14 The process and timescales for the redundancies.
- K15 The methods for calculating any redundancy payments.
- K16 Any consultation about the redundancies that has taken place with staff and their representatives.

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- K17 Any alternative employment opportunities and how to decide which opportunities would be appropriate to offer to individuals.
- K18 Any counselling available for individuals selected for dismissal for reasons of redundancy or for those who remain in employment.
- K19 Your organisation's policies and procedures for keeping full and accurate records.
- K20 Your organisation's confidentiality and data protection policies and procedures.

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### Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Keep people informed of plans and developments in a timely way
- 3 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 4 Make time available to support others
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Act within the limits of your authority
- 7 Take action to uphold individuals' rights
- 8 Protect the confidentiality and security of information
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Take and implement difficult and/or unpopular decisions, if necessary

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Acting assertively
- Balancing competing needs and interests
- Communicating
- Decision-making
- Empathising
- Evaluating
- Information management
- Interviewing
- Leadership
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Obtaining feedback
- Planning
- Presenting information
- Providing feedback
- Stress management
- Valuing and supporting others

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**Developed by** CFA Business skills @ work

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**Version number** 2.0

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**Date approved** March 2012

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**Indicative review date** March 2015

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**Validity** Current

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**Status** Original

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**Originating organisation** CFA Business skills @ work

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**Original URN** CFAM&LDA5

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**Relevant occupations** Managers and Senior Officials

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**Suite** Management & Leadership

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**Key words** Management & leadership; managing; redundancies