

2.02 Voluntary Redundancy and Compulsory Redundancy

User Guide

This user guide sets out what you need to do if you are at risk of being made redundant.

The arrangements for redundancy exits are based on the rules of the Civil Service Compensation Scheme (Northern Ireland) (CSCS(NI)), and apply to you, regardless of whether or not you are a member of the Principal Civil Service Pension Scheme(NI) (PCSPS(NI)). However, if you are a member of the Partnership Pension Account or any other pension scheme, the terms available to you in respect of any pension provision associated with your redundancy exit will be determined under the rules of your pension arrangements and not PCSPS(NI). If you are not a member of any pension arrangement, the terms available to you will still be based on the CSCS(NI).

If your Department decides you are at risk of redundancy, you will first be given the opportunity to leave under Voluntary Redundancy terms, either as an individual or as a member of a group of staff at risk of redundancy who are eligible to apply for a Voluntary Redundancy Scheme.

You do not have to accept an individual offer of Voluntary Redundancy or apply for a Voluntary Redundancy scheme for which you are eligible. However, if you do not accept Voluntary Redundancy, your Department may decide to select you for Compulsory Redundancy at a later stage, and you need to be aware that the maximum level of redundancy compensation available is higher at the voluntary stage than at the compulsory stage.

This User Guide sets out the action required if you are at risk of redundancy. The guidance is set out in the four sections detailed below, and you will need to follow the steps in the relevant section depending on your circumstances:

- Section 1: Voluntary Redundancy: Individual
- Section 2: Compulsory Redundancy: Individual
- Section 3: Voluntary Redundancy: Scheme
- Section 4: Compulsory Redundancy: Scheme

In addition to this user guide, you may also wish to refer to Leaving the Service policy 2.01, Voluntary Redundancy and Compulsory Redundancy. You should also refer to the Civil Service Pensions website www.dfpni.gov.uk/civilservicepensions-ni for clarification on Voluntary Redundancy and Compulsory Redundancy terms.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 1 – Voluntary Redundancy: Individual

In summary:

If you are offered the opportunity to leave under an individual Voluntary Redundancy arrangement

You should:

- Receive a letter from HRConnect offering you the opportunity to leave under Voluntary Redundancy terms ([Step 1 Receive offer of Voluntary Redundancy from HRConnect](#))
- Meet with your Line Management to discuss the offer of Voluntary Redundancy ([Step 2 Attend meeting with Line Management](#))
- Decide whether you are possibly interested in Voluntary Redundancy and would like to provisionally accept the offer, or if you are not interested, refuse ([Step 3 Decide if you are interested in Voluntary Redundancy](#))
- Confirm your final decision on offer of Voluntary Redundancy ([Step 4 Confirm final decision on offer of Voluntary Redundancy](#))
- If you accept, receive Confirmation of Exit letter from HRConnect ([Step 5 If you have accepted the offer of Voluntary Redundancy, receive confirmation of exit](#))
- Attend final handover meeting ([Step 6 Attend final handover meeting on your last day](#))
- If you have refused Voluntary Redundancy, HRConnect will notify you on what your department has decided to do ([Step 7 If you have refused Voluntary Redundancy, receive notification of decision on Compulsory Redundancy](#))

Line Management will:

- Consider the need to offer Voluntary Redundancy to an individual, and prepare a business case. If the business case is for a member of the Senior Civil Service, Departmental HR will write to the Director of Corporate HR to ensure there is no objection to the Voluntary Exit from a corporate management perspective ([Step 1 Prepare and submit a business case for use of Voluntary Redundancy](#))
- Receive notification of Departmental HR decision ([Step 2 Receive notification of Departmental HR decision](#))
- If Departmental HR decision agrees to offer Voluntary Redundancy, meet with the individual to discuss their offer of Voluntary Redundancy, received from HRConnect ([Step 3 Arrange a meeting with the individual](#))
- Receive notification if the individual has refused the offer of Voluntary Redundancy – Refusal ([Step 4 Receive notification of individual's refusal of Voluntary Redundancy](#))

- If Voluntary Redundancy refused, consider, in conjunction with DHR, whether to move to Compulsory Redundancy ([Step 5 Consider what to do following refusal of Voluntary Redundancy](#))
- Receive notification of provisional acceptance of Voluntary Redundancy ([Step 6 Receive notification of individual's provisional acceptance of Voluntary Redundancy](#))
- Receive Confirmation of Final Decision – Refusal ([Step 7 Receive notification of individual's final decision – Refusal](#))
- Receive Confirmation of Final Decision – Acceptance ([Step 8 Receive notification of individual's final decision – Acceptance](#))
- Download and complete form EE 4.0 Early Exit Leaving Information and send to HRConnect ([Step 9 Download and Complete form EE4.0 Early Exit Leaving Information](#))
- Receive a copy of confirmation of last day of service letter from HRConnect ([Step 10 Confirmation of last day of service](#))
- Update the Termination screens on HRConnect_ ([Step 11 Update employee's record on HRConnect](#))
- Conduct final handover meeting on last day_ ([Step 12 Conduct final handover meeting with individual on their last day](#))

Departmental HR will:

- Consider Line Management's proposal to offer individual Voluntary Redundancy and consider/develop case from business area as appropriate. Seek input/approval as necessary from Departmental Finance ([Step 1 Receive and further develop business case from Business Area](#))
- Confirm with CSP that the terms to be offered are in line with the Civil Service Compensation Scheme rules ([Step 2 Consult with Civil Service Pensions](#))
- Make decision on Business Case. If Departmental HR makes decision not to proceed with offer of VR, inform Line Management. ([Step 3 Make a decision on business case](#))
- If business case is for a member of the Senior Civil Service, refer business case to Corporate HR, DFP ([Step 4 Confirm PSG approval with Corporate HR if business case is for an SCS member](#))
- Consult with Trade Union Side at the earliest opportunity ([Step 5 Consult with Trade Union Side](#))
- If proceeding with offer, Departmental HR should obtain a Voluntary Redundancy identifier from Corporate HR, download form EE2.0 Voluntary Redundancy/Compulsory Redundancy Form (Individual) from the HRConnect portal, complete Section 1 and in Section 2 select, Initiate Voluntary Redundancy ([Step 6 Instruct HRConnect to issue offer of Voluntary Redundancy](#))
- Receive notification of refusal of Voluntary Redundancy and consider what to do next ([Step 7 Receive notification of refusal of Voluntary Redundancy](#))
- Receive notification of provisional acceptance of Voluntary Redundancy. ([Step 8 Receive notification of provisional acceptance of Voluntary Redundancy](#))

- Receive a copy of correspondence from HRConnect confirming the individual's final decision to accept/reject the offer of Voluntary Redundancy and take appropriate action ([Step 9 Receive notification of final decision](#))

Corporate HR will:

- Provide advice and confirm that pre-redundancy measures have been taken ([Step 1 Provide advice to Departmental HR](#))
- Provide Departmental HR with the appropriate identifier for the redundancy action ([Step 2 Provide Identifier for Voluntary Redundancy](#))
- If the exit is for a member of the Senior Civil Service, Corporate HR will provide details of the business case to Permanent Secretaries Group (PSG) and inform Departmental HR of PSG decision ([Step 3 Confirm PSG approval for SCS Voluntary Redundancy](#))

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 1 – Voluntary Redundancy: Individual

User guide for staff

Step 1 Receive offer of Voluntary Redundancy from HRConnect

If you are at risk of redundancy, you will first be offered the opportunity to leave under Voluntary Redundancy terms. Where line management have decided, based on a business case, that it is appropriate to offer you Voluntary Redundancy, you will be informed of this in writing by HRConnect.

There is no compulsion on you to accept this offer but, if you refuse it, you could be made compulsorily redundant at a later stage of the same redundancy programme. In addition, you need to be aware that the maximum level of redundancy compensation available is higher at the voluntary stage, than at the compulsory stage.

You may find it helpful to refer to Leaving the Service policy 2.01 Voluntary Redundancy and Compulsory Redundancy on the HRConnect Portal, and to information on the Civil Service Pensions website at www.dfpni.gov.uk/civilservicepensions-ni

Step 2 Attend meeting with Line Management

Following receipt of the letter from HRConnect offering you Voluntary Redundancy, your line management will arrange a meeting with you to discuss the reasons for the offer, the terms being offered to you, the timescales involved and what you need to do.

Step 3 Decide if you are interested in Voluntary Redundancy

Having discussed the offer with your line management, you need to complete the Early Exit Response form attached with your offer and return it as soon as possible to HRConnect, advising them what you would like to do.

If you respond that you are not interested, HRConnect will acknowledge receipt of your Early Exit Response form. If you refuse Voluntary Redundancy, your Department will consider whether it is necessary to move to Compulsory Redundancy. You will be advised as soon as possible by HRConnect what has been decided. **(See Step 7)**

If you are interested in Voluntary Redundancy or might be interested in taking Voluntary Redundancy, but would like more information before taking a final decision, you should respond that you are interested in proceeding which, at

this stage, does not commit you to accepting the offer of Voluntary Redundancy. HRConnect will write to you outlining the next steps and providing an Early Exit Final Decision Response Form for your final decision. Civil Service Pensions will send you an illustration of the compensation to which you would be entitled and details of any pension options available to you, to help inform your final decision.

Step 4 Confirm final decision on offer of Voluntary Redundancy

After you have received and considered your Compensation Illustration, you should confirm what you would like to do by completing the Early Exit Final Decision Response Form and returning it to HRConnect, no later than four weeks after you receive your compensation illustration from Civil Service Pensions. Your decision at this point will be taken as final.

If you decide not to accept the offer to leave early, HRConnect will write to you to acknowledge receipt of your decision. If you refuse Voluntary Redundancy, your Department will consider whether it is necessary to move to Compulsory Redundancy. You will be advised by HRConnect as soon as possible what has been decided. (**See Step 7**)

If you decide to accept the offer of Voluntary Redundancy, HRConnect will acknowledge receipt of your acceptance. Civil Service Pensions will correspond with you to finalise details of the compensation due to you and to clarify your wishes in respect of any pension options.

Step 5 If you have accepted the offer of Voluntary Redundancy, receive confirmation of exit

HRConnect will write to you again to confirm your last day of service, advise what action you need to take and provide details of your outstanding leave entitlement and other relevant matters. If you accept, the date that you confirm your acceptance will be the start date of your notice period. You should take action to ensure that your personal data is up to date on HRConnect and ensure all annual leave is taken prior to your last day of service, as your annual leave balance will automatically be taken as zero at the exit date.

Step 6 Attend final handover meeting on your last day

On your last day, your line manager will meet with you to complete the final handover process.

Before you attend this meeting, you should refer to the [Leaver Checklist \[E-ET 1.11\]](#) to ensure you are fully aware of the handover process and to ensure you collect all relevant items to hand over to Line Management.

Step 7 If you have refused Voluntary Redundancy, receive notification of decision on Compulsory Redundancy

HRConnect will write to advise you whether your Department intends to select you for Compulsory Redundancy.

If it has been decided that you will not be selected for Compulsory Redundancy, no further action will be taken in respect of redundancy at this time.

If it has been decided to select you for Compulsory Redundancy, you should follow the steps set out in **Section 2** of this User Guide (**Section 2 – Compulsory Redundancy: Individual**).

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 1 - Voluntary Redundancy: Individual

User guide for line management

In the action taken by management the following levels of responsibility should be observed:

The business case referenced at Step 1 must be prepared by a line manager at no lower than Line Manager Level 2 and authorised and submitted to Departmental HR by a line manager at no lower than Line Manager Level 1.

Where correspondence is copied to line management by HRConnect, this will be at a level no lower than Line Manager Level 2 in the individual's management hierarchy. This officer has the discretion to delegate any action arising out of the process to an appropriate level within the business area.

Departmental HR and the business area line management should agree the appropriate responsibility level where they share information with each other.

Step 1 Prepare and submit a business case for use of Voluntary Redundancy

Where you consider it would be appropriate to use Voluntary Redundancy, taking account of NICS Voluntary Redundancy and Compulsory Redundancy policy on the HRConnect portal and obtaining advice from Departmental HR as necessary, you should prepare a business case for submission to Departmental HR. The business case should include, in sufficient detail, the rationale for the proposal. The business case should include a proposed effective date for the Voluntary Redundancy that takes account of the time required by Departmental HR and Civil Service Pensions to process an exit, and the required notice period. Where an estimate of costs is required from Civil Service Pensions, this must be requested via Departmental HR.

The business case must be prepared by a manager at no lower than Line Manager Level 2 and authorised and submitted to Departmental HR by a manager at no lower than Line Manager Level 1. If you are not a Line Manager Level 2 or above you must re-assign this task to an appropriate Line Manager.

Departmental HR will further develop the business case as appropriate, if necessary seeking additional information/clarification from Line Management, and decide whether to proceed. You should also liaise with Departmental HR

on consultation with Departmental Trade Union Side, who should be consulted at the earliest opportunity.

If you are considering offering Voluntary Redundancy to a member of the Senior Civil Service, the offer of Voluntary Redundancy is also subject to the approval of the Permanent Secretary of the Department concerned after consultation with other Permanent Secretaries. The business case will be provided by Departmental HR to Corporate HR, DFP.

Step 2 Receive notification of Departmental HR decision

If Departmental HR does not approve the business case to make an offer of Voluntary Redundancy, you will receive notification of this decision directly from Departmental HR and there will be no further action on redundancy at this time.

If Departmental HR approves the business case to offer Voluntary Redundancy and, where necessary, obtains PSG approval, it will instruct HRConnect to initiate the Voluntary Redundancy process, and copy this instruction to you. The instruction will include an effective date for the Voluntary Redundancy as approved by Departmental HR, and you should note any change to the effective date you previously proposed. HRConnect will issue a letter to the individual offering Voluntary Redundancy and advising that you will arrange a meeting with them to discuss the offer, and this letter will be copied to you.

Step 3 Arrange a meeting with the individual

Following receipt of the copy of the offer of Voluntary Redundancy, you should arrange a meeting with the individual to discuss the offer of Voluntary Redundancy. Your discussion should include the following points:

- the reasons for the offer of Voluntary Redundancy;
- the individual does not have to accept Voluntary Redundancy but, if they do not, the Department may decide to move to Compulsory Redundancy, for which the maximum compensation payments are lower;
- that further information is available in the Voluntary Redundancy Policy section of the HR Handbook and on the Civil Service Pensions website;
- potential timescales for processing the exit and the proposed date of the exit;
- a summary of the terms being offered (the detail of the terms will be clarified in their compensation illustration, if interested in Voluntary Redundancy);
- that they must complete the form attached with the offer of Voluntary Redundancy to indicate whether they are interested in proceeding. Provisional acceptance at this stage does not commit them to leave,

but will allow them to receive a compensation illustration to help inform their final decision.

Step 4 Receive notification of the individual's refusal of Voluntary Redundancy

If the individual responds that they are not interested in Voluntary Redundancy HRConnect will acknowledge receipt of this refusal, and copy this acknowledgement to you.

Step 5 Consider what to do following refusal of Voluntary Redundancy

If the individual has refused the offer of Voluntary Redundancy, you should consider, in conjunction with Departmental HR, whether there is a need to move to Compulsory Redundancy.

If it is agreed that this is not necessary, the individual will receive a letter from HRConnect advising that the Department is not moving to Compulsory Redundancy, and the matter will end at this point.

If it is agreed that it is necessary to move to Compulsory Redundancy, or if the decision on whether to move to Compulsory Redundancy is subject to further development of a business case, you should follow the action set out in **Section 2** of this User Guide (**Section 2 – Compulsory Redundancy: Individual**).

Step 6 Receive notification of the individual's provisional acceptance of Voluntary Redundancy

If the individual responds to provisionally accept the offer of Voluntary Redundancy, HRConnect will issue them with a letter acknowledging this, which will be copied to you and to Departmental HR. The acknowledgement letter will also include a response form to be completed and returned to HRConnect when the individual makes their final decision. HRConnect will notify Civil Service Pensions to issue directly to the individual an illustration of the compensation to which they would be entitled, to help inform their final decision.

Step 7 Receive notification of individual's final decision - Refusal

In advance of making a final decision, the individual should consider the illustration from Civil Service Pensions and then complete and return the Early Exit Final Decision Response Form to HRConnect.

If the individual refuses the offer of Voluntary Redundancy, HRConnect will acknowledge the decision and copy this to you and to Departmental HR. As with **Step 5**, you should consider, in conjunction with Departmental HR, whether there is a need to move to Compulsory Redundancy.

If it is agreed that this is not necessary, the individual will receive a letter from HRConnect advising that the Department is not moving to Compulsory Redundancy, and the matter will end at this point.

If it is agreed that it is necessary to move to Compulsory Redundancy, or if the decision on whether to move to Compulsory Redundancy is subject to further development of a business case, you should follow the action set out in **Section 2** of this User Guide (**Section 2 – Compulsory Redundancy: Individual**).

Step 8 Receive notification of individual's final decision - Acceptance

If the individual accepts the offer of Voluntary Redundancy, HRConnect will acknowledge their acceptance and notify Civil Service Pensions to write to them to confirm final details of the compensation due to them and to clarify their wishes in respect of any pensions options. The acknowledgement of acceptance issued by HRConnect will be copied to you and to Departmental HR.

Step 9 Download and complete form EE4.0 Early Exit Leaving Information

If the individual has accepted the offer of Voluntary Redundancy, you should download and complete form EE4.0 Early Exit Leaving Information from the HRConnect portal to confirm the exit date and details of sick absence, flexi hours and Line Management Responsibility, and send this to HRConnect, ensuring that this action is taken in advance of the deadline for the individual's last monthly salary. You should also note the importance of the individual's HRConnect record being fully and promptly updated, in terms of leave, sick absence, and overtime, throughout their remaining period in the Service, as this record will be used by HRConnect at the individual's leaving date.

Step 10 Confirmation of last day of service

On receipt of form EE4.0 Early Exit Leaving Information (Individual) from you, HRConnect will write to the individual, confirming their last day of service and confirmation of details of outstanding annual leave entitlement to be taken before their last day of service. This will be copied to you and to Departmental HR.

Step 11 Update employee's record on HRConnect

You will be required to update the HRConnect Manager Self-Service "Termination" screens to confirm the agreed date of leaving and any further details which are required. HRConnect will then notify Civil Service Pensions accordingly. It is important that you update the required "Termination" screens as a matter of urgency as HR Connect can only take their action once this has been done.

HRConnect Manager Self-Service may be updated by a Line Manager Level 3 but must be authorised by a Line Manager Level 2. If you are not a Line Manager Level 2 or above you must re-assign this task to an appropriate Line Manager.

You should ensure that the individual's flexi leave balance is reduced to nil before they leave the service.

You should ensure that the annual leave balance is nil before they leave the service unless the individual has been specifically prevented from taking leave by Line Management. The annual leave balance will automatically be taken as zero at their exit date.

If the individual has taken more leave than the revised entitlement a refund from salary will be required.

Step 12 Conduct final handover meeting with individual on their last day

You will be required to arrange a meeting with the individual on their last day to complete the final handover and to collect all relevant items from the individual.

Before you attend this meeting, you should access the [Leaver Checklist \[E-ET 1.11\]](#) and asset register, which will be held by your local budget holder, to ensure you are fully aware of the handover process and the items that are to be returned. Where you are unable to access the local asset register, you should consult Account NI to obtain details of the assets held by the individual.

You must account for all items at this meeting and return these to the issuer, as appropriate.

At the conclusion of the meeting you are responsible for confirming to HRConnect by email; the actual date the individual finished employment and any outstanding flexi balance if appropriate.

HRConnect will notify all other relevant parties for example, Security, IT Assist, and Departmental HR, of the staff member's exit from the Service.

2.02 – Voluntary Redundancy and Compulsory Redundancy

Section 1: Voluntary Redundancy: Individual

User guide for Departmental HR

Step 1 Receive and further develop business case from Business Area

Where Line Management requires advice from Civil Service Pensions on the cost to the Department of the proposed terms, in order to complete the business case, this advice should be requested by Departmental HR. Having received a business case for Voluntary Redundancy from Line Management, Departmental HR should consider the business case and further develop it as appropriate, obtaining additional information/clarification as required from Line Management, taking account of NICS Voluntary Redundancy policy and seeking input from Departmental Finance and advice from Corporate HR, DFP as necessary. To inform cost considerations, Departmental HR should obtain details of the individual's current salary from HRConnect.

Step 2 Consult with Civil Service Pensions

In all cases, Departmental HR should consult with Civil Service Pensions to confirm that the terms to be offered are in line with the Civil Service Compensation Scheme (NI) and the necessary timescales to process the case so that an exit date can be determined.

Step 3 Make a decision on business case

If Departmental HR decides it is not appropriate to offer Voluntary Redundancy, it should inform Line Management that the case will not proceed.

If Departmental HR decides it is appropriate to offer Voluntary Redundancy, it should inform Line Management that the case will proceed, except where the individual is a member of the Senior Civil Service (SCS). In this case the decision to proceed is subject to the approval of the Permanent Secretary of the Department concerned after consultation with other Permanent Secretaries. **(See Step 4)**

Step 4 Confirm PSG approval with Corporate HR if business case is for an SCS member

Where the individual is a member of the Senior Civil Service (SCS), the business case prepared and approved by the employing Departmental HR should be provided to the Director of Personnel, Corporate HR, DFP. If

Corporate HR advises that PSG approval has not been given, Departmental HR will advise Line Management that no further action will be taken. If Corporate HR advises that PSG approval has been given, Departmental HR may proceed to **Step 5**.

Step 5 Consult with Trade Union Side

Departmental HR, in conjunction with Line Management, should consult with Trade Union Side at the earliest opportunity.

Step 6 Instruct HRConnect to issue offer of Voluntary Redundancy

Where it has been decided at the appropriate level to proceed with the offer of Voluntary Redundancy, Departmental HR should obtain a Voluntary Redundancy identifier from Corporate HR (Strategic Resourcing and Workforce Planning Branch), download form EE2.0 Voluntary Redundancy/Compulsory Redundancy Individual from the HRConnect portal, complete section 1 Employee Information and, in section 2, instruct HRConnect to issue the letter "Offer of Voluntary Redundancy", insert the Projected Leaving Date, insert the Voluntary Redundancy identifier provided by CHR, and forward to HRConnect at the address listed on the form.

Step 7 Receive notification of refusal of Voluntary Redundancy

If an individual responds to HRConnect that they are not interested in Voluntary Redundancy, HRConnect will acknowledge receipt of the refusal and copy this to Line Management. Line Management will consult with Departmental HR on whether it is necessary to move to Compulsory Redundancy.

If it is agreed not to move to Compulsory Redundancy, Departmental HR will instruct HRConnect using DHR Instruction Form EE2.0 Voluntary Redundancy/Compulsory Redundancy individual, and selecting the option "Issue letter Compulsory Redundancy Decision Letter not moving to Compulsory Redundancy".

If Departmental HR and Line Management agree to move to Compulsory Redundancy, or if the decision on whether to move to Compulsory Redundancy is subject to further development of a business case, you should follow the action set out in **Section 2** of this User Guide (**Section 2 – Compulsory Redundancy: Individual**).

Step 8 Receive notification of provisional acceptance of Voluntary Redundancy

If the individual indicates their provisional acceptance of Voluntary Redundancy, HRConnect will issue them with a letter acknowledging this, which will be copied to DHR and Line Management. The acknowledgement letter will also include an Early Exit Final Decision Response Form to be completed and returned to HRConnect when the individual makes their final decision. HRConnect will notify Civil Service Pensions to issue directly to the individual an illustration of the compensation to which they would be entitled.

Step 9 Receive notification of final decision

Following consideration of an illustration issued by Civil Service Pensions, the individual will confirm their intentions to HRConnect, using the Early Exit Decision Response Form.

If the individual has confirmed their acceptance of Voluntary Redundancy, HRConnect will acknowledge the decision and copy this to Departmental HR and Line Management. On receipt of form EE4.0 Early Exit Leaving Information from line management, HRConnect will issue the letter, copying to Departmental HR and Line Management. If in exceptional circumstances, it is subsequently decided either to revise the date of exit, or that the Voluntary Redundancy will not take place, as well as informing HRConnect, you must inform Civil Service Pensions immediately of the change.

If the individual refuses the offer of Voluntary Redundancy, HRConnect will acknowledge the decision and copy this to Departmental HR and the Line Management. As with **Step 6**, you should consider, in conjunction with Line Management, whether there is a need to move to Compulsory Redundancy.

If it is agreed not to move to Compulsory Redundancy, Departmental HR will use form EE2.0 Voluntary Redundancy/Compulsory Redundancy (Individual) to instruct HRConnect to issue the Compulsory Redundancy Decision Letter, advising **not** moving to Compulsory Redundancy” and confirming the Voluntary Redundancy Identifier (as provided by Corporate HR). (See Step 7).

If Departmental HR and Line Management agree to move to Compulsory Redundancy, or if the decision on whether to move to Compulsory Redundancy is subject to further development of a business case, you should follow the action set out in **Section 2**.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 1 - Voluntary Redundancy: Individual

User guide for Corporate HR

Step 1 Provide advice to Departmental HR

Where a Department is considering the use of Voluntary Redundancy, Corporate HR may be asked to provide advice, including confirming that appropriate pre-redundancy measures have been taken.

Step 2 Provide Identifier for Voluntary Redundancy

Where a Department has decided to use Voluntary Redundancy, Resourcing Division, Corporate HR will provide an Identifier for that use.

Step 3 Confirm PSG approval for SCS Voluntary Redundancy

Where the individual to be offered Voluntary Redundancy is a member of the Senior Civil Service (SCS), the business case prepared and approved by the employing Departmental HR should be provided to the Director of Personnel, Corporate HR, DFP. Corporate HR will consult with PSG and provide a formal response to Departmental HR.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 2 – Compulsory Redundancy: Individual

In summary:

If you have refused the offer to leave under Voluntary Redundancy terms, and your Department has selected you for Compulsory Redundancy

You should:

- Receive a letter from HRConnect advising that you have been selected for Compulsory Redundancy terms ([Step 1 Receive notification of selection for Compulsory Redundancy from HRConnect](#))
- Meet with your Line Management to discuss the situation ([Step 2 Attend meeting with Line Management](#))
- Decide whether you wish to initiate an appeal ([Step 3 Decide if you wish to initiate an appeal](#))
- Receive a letter from HRConnect to confirm your last day of service ([Step 4 Receive confirmation of exit](#))
- Attend final handover meeting ([Step 5 Attend final handover meeting on your last day](#))

Line Management will:

- Prepare and submit a business case to Departmental HR for use of Compulsory Redundancy ([Step 1 Prepare and submit business case for use of Compulsory Redundancy](#))
- Receive notification of Departmental HR decision ([Step 2 Receive notification of Departmental HR decision](#))
- Arrange a meeting with the individual to discuss the Compulsory Redundancy ([Step 3 Arrange meeting with the individual](#))
- Download and complete form EE4.0 Early Exit Leaving Information and send to HRConnect ([Step 4 Download and complete form EE4.0 Early Exit Leaving Information](#))
- Receive a copy of confirmation of last day of service from HRConnect ([Step 5 Confirmation of last day of service](#))
- Update the Termination screens on HRConnect ([Step 6 Update employee's record on HRConnect](#))
- Conduct final handover meeting on last day ([Step 7 Conduct final handover meeting with individual on last day](#))

Departmental HR will:

- Receive and further develop business case for use of Compulsory Redundancy received from Business Area. ([Step 1 Receive and further develop business case from Business Area](#))

- Confirm with CSP that the terms to be offered are in line with the Civil Service Compensation Scheme rules ([Step 2 Consult with Civil Service Pensions](#))
- Make a decision on business case ([Step 3 Make a decision on business case](#))
- If business case is for a member of the Senior Civil Service, refer business case to CHR ([Step 4 Consult with Corporate HR if business case is for an SCS member](#))
- Consult with Trade Union Side at earliest opportunity ([Step 5 Consult with Trade Union Side](#))
- If business case is approved provide instructions to HRConnect ([Step 6 If proceeding with Compulsory Redundancy, instructions to HRConnect](#))
- If Appeal received, follow procedures set out in the HR Handbook ([Step 7 If appeal is received, follow procedures set out in HR Handbook](#))
- Where an appeal has been lodged, receive notification of outcome, and advise Line Management and Civil Service Pensions ([Step 8: Receive notification of Outcome of Appeal, if applicable](#))
- Three months before proposed exit date, confirm actual exit date to Civil Service Pensions and HRConnect, taking account of any appeal outcomes ([Step 9 Confirm Exit Date to Civil Service Pensions and HRConnect](#))

Corporate HR will:

- Provide advice and confirm that pre-redundancy measures have been taken ([Step 1 Provide advice to Departmental HR](#))
- Provide Departmental HR with the appropriate Identifier for the redundancy action ([Step 2 Provide Identifier for Compulsory Redundancy](#))
- If the exit is for a member of the Senior Civil Service, Corporate HR will provide details of the business case to Permanent Secretaries Group (PSG) and inform Departmental HR of PSG of decision ([Step 3 Confirm PSG approval for SCS Compulsory Redundancy](#))

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 2 - Compulsory Redundancy: Individual

User guide for staff

Note: *As set out in Section 1 of this User Guide (Voluntary Redundancy: Individual), if you are at risk of redundancy you must first be offered the opportunity to leave under Voluntary Redundancy terms. If you do not accept Voluntary Redundancy, HRConnect will notify you whether your Department intends to move to Compulsory Redundancy*

Step 1 Receive notification of selection for Compulsory Redundancy from HRConnect

Where you are notified that you have been selected for Compulsory Redundancy, your letter from HRConnect will include advice on your right to appeal this decision.

You can appeal the decision to select you for Compulsory Redundancy under the Uniform Appeals process, details of which can be found in Section 6.12 of the HR Handbook. If you wish to lodge an appeal you should follow the process set out in the relevant User Guide.

You also have the right to lodge an appeal with the Civil Service Appeal Board, subject to eligibility requirements which are set out in Section 2.07 of the HR Handbook.

Civil Service Pensions will contact you to advise of the compensation due under Compulsory Redundancy terms, and of any pension options available to you.

You may find it helpful to refer to Leaving the Service policy 2.01 Voluntary Redundancy and Compulsory Redundancy policy on the HRConnect Portal, and to information on the Civil Service Pensions website at www.dfpi.gov.uk/civilservicepensions-ni

Step 2 Attend meeting with Line Management

Following receipt of the notification from HRConnect that you have been selected for Compulsory Redundancy, your Line Management will arrange a meeting with you to discuss the reasons for your selection and what you need to do.

Step 3 Decide if you wish to initiate an appeal

If you wish to lodge a written notice of appeal you should follow the steps outlined in the User Guide for Staff 6.09 Uniform Appeals.

If you wish to appeal to the Civil Service Appeal Board, you should follow the procedures and timescales set out in Section 2.07 of the HR Handbook.

You should be aware that each of the Appeal mechanisms referred to above must be made within specified time limits.

You will be advised of the outcome of any such appeal in line with the processes outlined above. If your appeal against Compulsory Redundancy is successful, the action will be suspended pending the Department's consideration of the appeal outcome. If you do not appeal, or if your appeal is unsuccessful, your Department will proceed with Compulsory Redundancy.

Step 4 Receive confirmation of exit

If the decision is taken to proceed with Compulsory Redundancy you will receive a letter from HRConnect confirming your last day of service, advising what action you need to take and providing details of your outstanding leave entitlement and other relevant matters. Your annual leave balance will automatically be taken as zero at the exit date.

Step 5 Attend final handover meeting on your last day

On your last day, your line manager will meet with you to complete the final handover process.

Before you attend this meeting, you should refer to the [Leaver Checklist \[E-ET 1.11\]](#) to ensure you are fully aware of the handover process and to ensure you collect all relevant items to hand over to Line Management.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 2 – Compulsory Redundancy: Individual

User guide for line management

Note: As set out in Section 1 of this User Guide (Voluntary Redundancy: Individual), an individual at risk of redundancy must first be offered the opportunity to leave under Voluntary Redundancy terms. Only where this has been refused can Line Management move to Compulsory Redundancy.

In the action taken by management the following levels of responsibility should be observed:

The business case referenced at Step 1 must be prepared by a line manager at no lower than Line Manager Level 2 and authorised and submitted to Departmental HR by a line manager at no lower than Line Manager Level 1.

Where correspondence is copied to Line Management by HRConnect, this will be at a level no lower than Line Manager Level 2 in the individual's management hierarchy. This officer has the discretion to delegate any action arising out of the process to an appropriate level within the business area.

Departmental HR and the business area line management should agree the appropriate responsibility level where they share information with each other.

Step 1 Prepare and submit business case for use of Compulsory Redundancy

Where an individual has refused Voluntary Redundancy and you consider it may be appropriate to move to Compulsory Redundancy, you should prepare a business case for the proposed exit, which may be an extension of the previous business case for the Voluntary Redundancy exit, taking account of NICS policy and obtaining advice from Departmental HR as necessary, and submit the case to Departmental HR. The business case should include, in sufficient detail, the rationale for the proposal. The business case should include a proposed effective date for the Compulsory Redundancy, taking account of the time required by Departmental HR and Civil Service Pensions to process the redundancy, and the required notice period. The estimate of costs previously obtained by Departmental HR from Civil Service Pensions for a Voluntary Redundancy exit should be revised by Line Management in line with the lower Compulsory Redundancy compensation.

The business case must be prepared by a line manager at no lower than Line Manager Level 2 and authorised and submitted to Departmental HR by a line manager at no lower than Line Manager Level 1. If you are not

a Line Manager Level 2 or above you must re-assign this task to an appropriate Line Manager.

Departmental HR will further develop the business case as appropriate, if necessary seeking additional information/clarification from Line Management, and decide whether to proceed. You should also liaise with Departmental HR on consultation with Departmental Trade Union Side, who should be consulted at the earliest opportunity.

If you are considering moving to Compulsory Redundancy for a member of the Senior Civil Service, this action is subject to the approval of the Permanent Secretary of the Department concerned after consultation with other Permanent Secretaries. The business case will further be provided by Departmental HR to Corporate HR, DFP.

Step 2 Receive notification of Departmental HR decision

If Departmental HR does not approve the business case to make an offer of Compulsory Redundancy, you will receive notification of this decision directly from Departmental HR and there will be no further action on redundancy at this time.

If Departmental HR approves the business case to offer Compulsory Redundancy, and, where necessary, obtains PSG approval, it will instruct HRConnect to initiate the Compulsory Redundancy process, and copy this instruction to you. The instruction will include an effective date for the Compulsory Redundancy as approved by Departmental HR, and you should note any change to the effective date you previously proposed. HRConnect will issue a letter to the individual advising that they have been selected for Compulsory Redundancy and that you will be contacting them to arrange a meeting. This letter will be copied to you.

This letter will also advise the individual of their right of Appeal under the Uniform Appeals Policy as set out in 6.09 of the HR Handbook and the right to lodge an Appeal to the Civil Service Appeal Board as set out in Section 2.07 of the HR Handbook.

Step 3 Arrange a meeting with the individual

Following receipt of the copy of the Compulsory Redundancy notification, you should arrange a meeting with the individual. Your discussion should include the following points:

- the reasons for the Compulsory Redundancy;
- that further information is available in the Compulsory Redundancy Policy section of the HR Handbook and on the Civil Service Pensions website;

- that further information on their appeal options can be found in the Uniform Appeals Policy and the Civil Service Appeal Board sections of the HR Handbook;
- the date of their last day of service, taking account of their notice period.

Step 4 Download and complete form EE4.0 Early Exit Leaving Information

If the individual decides to appeal against Compulsory Redundancy, you will be informed of the outcome by DHR. If the appeal is successful, the action will be suspended pending the Department's consideration of the appeal outcome.

If no appeal is taken, or if the appeal is unsuccessful, you should download and complete form EE4.0 Early Exit Leaving Information from the HRConnect portal to confirm details of sick absence, flexi hours and Line Management Responsibility, and send this to DHR. If the date of exit subsequently changes, you should re-submit the form EE4.0 based on the new date to DHR. You should also note the importance of the individual's HRConnect record being fully and promptly updated, in terms of leave, sick absence, and overtime, throughout their remaining period in the Service, as this record will be used by HRConnect at the individual's leaving date

Step 5 Confirmation of last day of service

In line with an instruction from Departmental HR and following receipt of form EE4.0 Early Exit Leaving Information, HRConnect will write to the individual, confirming their last day of Service and confirmation of details of outstanding annual leave entitlement which must be taken before their last day of service. The annual leave balance will automatically be taken as zero at the exit date. The letter will be copied to you and to Departmental HR.

Step 6 Update employee's record on HRConnect

You will be required to update the HRConnect Manager Self-Service "Termination" screens to confirm the agreed date of leaving and any further details which are required. HRConnect will then notify Civil Service Pensions accordingly. It is important that you update the required "Termination" screens as a matter of urgency as HR Connect can only take their action once this has been done.

HRConnect Manager Self-Service may be updated by a Line Manager Level 3 but must be authorised by a Line Manager Level 2. If you are not a Line Manager Level 2 or above you must re-assign this task to an appropriate Line Manager.

You should ensure that the individual's flexi leave balance is reduced to nil before they leave the service.

You should ensure that the annual leave balance is nil before they leave the service unless the individual has been specifically prevented from taking leave by Line Management. If the individual has taken more leave than the revised entitlement a refund from salary will be required.

Step 7 Conduct final handover meeting with individual on their last day

You will be required to arrange a meeting with the individual on their last day to complete the final handover and to collect all relevant items from the individual.

Before you attend this meeting, you should access the [Leaver Checklist \[E-ET 1.11\]](#) and asset register, which will be held by your local budget holder, to ensure you are fully aware of the handover process and the items that are to be returned. Where you are unable to access the local asset register, you should consult Account NI to obtain details of the assets held by the individual.

You must account for all items at this meeting and return these to the issuer, as appropriate.

At the conclusion of the meeting you are responsible for confirming to HRConnect by email; the actual date the individual finished employment and any outstanding flexi balance if appropriate.

HRConnect will notify all other relevant parties for example, Security, IT Assist, and Departmental HR, of the staff member's exit from the Service.

2.02 – Voluntary Redundancy and Compulsory Redundancy

Section 2 – Compulsory Redundancy: Individual

User guide for Departmental HR

Note: *As set out in Section 1 of this User Guide (Voluntary Redundancy: Individual), an individual at risk of redundancy must first be offered the opportunity to leave under Voluntary Redundancy terms. Only where this has been refused can Departmental HR move to Compulsory Redundancy.*

Step 1 Receive and further develop business case from Business Area

Having received a business case for Compulsory Redundancy from Line Management, Departmental HR should ensure the individual has been offered Voluntary Redundancy in the first instance, consider the business case and further develop it as appropriate, obtaining additional information/clarification as required from Line Management, taking account of NICS Voluntary Redundancy and Compulsory Redundancy policy and seeking input as necessary from Departmental Finance. The estimate of costs previously obtained by Departmental HR from Civil Service Pensions for a Voluntary Redundancy exit should be revised by Line Management in line with the lower Compulsory Redundancy compensation. The effective date of the Compulsory Redundancy should take account of the required notice period, which is longer for Compulsory Redundancy than for Voluntary Redundancy.

Step 2 Consult with Civil Service Pensions

In all cases, Departmental HR should obtain confirmation from Civil Service Pensions that the terms to be offered are in line with the Civil Service Compensation Scheme (NI) and what timescales are necessary to process the case so that an exit date can be determined.

Step 3 Make a decision on business case

Departmental HR should make a decision on whether it is appropriate to move to Compulsory Redundancy and notify Line Management of the decision in writing.

If Departmental HR makes a decision not to proceed with the offer of Compulsory Redundancy, it should advise Line Management that the case will not proceed. Departmental HR will instruct HRConnect using form EE2.0 Voluntary Redundancy/Compulsory Redundancy Form (in Section 3) to issue the Compulsory Redundancy Decision Letter, advising not moving to Compulsory Redundancy.

If Departmental HR decides to move to Compulsory Redundancy, it should inform Line Management that the case will proceed, except where the

individual is a member of Senior Civil Service (SCS). In this case the decision to proceed is subject to the approval of the Permanent Secretary of the Department concerned after consultation with other Permanent Secretaries. **(See Step 4)**

Step 4 Consult with Corporate HR if business case is for an SCS member

Where the individual is a member of the Senior Civil Service, the business case prepared and approved by the employing Departmental HR should be provided to the Director of Personnel, Corporate HR, DFP. If Corporate HR advises that PSG approval has not been given, Departmental HR will advise Line Management that no further action will be taken. If Corporate HR advises that PSG approval has been given, Departmental HR may proceed to **Step 5**.

Step 5 Consult with Trade Union Side

Departmental HR, in conjunction with Line Management, should consult with Trade Union Side at the earliest opportunity.

Step 6 If proceeding with Compulsory Redundancy, instructions to HRConnect

Where it has been decided at the appropriate level to proceed with the offer of Compulsory Redundancy, Departmental HR should obtain a Compulsory Redundancy Identifier from Corporate HR (Strategic Resourcing and Workforce Planning Branch). Departmental HR should download form EE2.0 Voluntary Redundancy/Compulsory Redundancy (Individual) from the HRConnect portal, complete Section 1 and, in section 4, instruct HRConnect to issue letter “Compulsory Redundancy Decision letter: **moving** to Compulsory Redundancy”, provide the Compulsory Redundancy Identifier obtained from CHR and the projected leaving date for use in the Compulsory Redundancy decision letter, and forward to HRConnect at the address listed on the form. If, in exceptional circumstances, if it is subsequently decided either to revise the date of exit, or that the Compulsory Redundancy will not take place, as well as informing HRConnect, you must inform Civil Service Pensions immediately of the change.

The letter issued by HRConnect will be copied to Line Management, and will also advise the individual of their right of appeal under the Uniform Appeals process, as set out in Section 6.09 in the HR Handbook and of their right to lodge an appeal with the Civil Service Appeal Board as set out in Section 2.07 of the HR Handbook.

If no appeal is received, HRConnect will advise Civil Service Pensions to write to the individual to confirm details of any compensation due under Compulsory Redundancy terms, and of any pension options available to them.

Step 7 If Appeal is received, follow procedures set out in HR Handbook

If an Appeal is received Departmental HR should follow the procedures set out in the Uniform Appeals process User Guide 6. 09 or the Civil Service Appeal Board arrangements as set out in Section 2.07 of the HR Handbook accordingly and notify Civil Service Pensions that an appeal has been received.

Step 8 Receive notification of Outcome of Appeal, if applicable

HRConnect will issue the formal response advising of the outcome of an appeal under the Uniform Appeals process, to Departmental HR to issue to the employee confirming the decision.

On receipt of this decision, Departmental HR should advise Civil Service Pensions of the outcome of the Appeal. DHR should also advise the Line Manager of any appeal outcome.

Step 9 Confirm Exit Date to Civil Service Pensions and HRConnect

Three months before the proposed exit date, DHR should use form EE2.0 Voluntary Redundancy/Compulsory Redundancy (Individual) to confirm that there is no change to the exit date or provide a revised exit date to HRConnect, instruct HRConnect to issue the "Confirmation of Exit: last day of service" letter and attach form EE4.0 which you should have received from line management. HRConnect will notify Civil Service Pensions of the position by email.

A decision on the outcome of an appeal to the Civil Service Appeal Board will be notified to Departmental HR. If Compulsory Redundancy is not proceeding following an appeal, you should use form EE2.0 Voluntary Redundancy/Compulsory Redundancy (Individual), to notify HRConnect that the Compulsory Redundancy is not proceeding following an appeal (section 5).

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 2 – Compulsory Redundancy: Individual

User guide for Corporate HR

Corporate HR will:

Step 1 Provide advice to Departmental HR

Where a Department is considering the use of Compulsory Redundancy, Corporate HR may be asked to provide advice, including confirming that appropriate pre-redundancy measures have been taken.

Step 2 Provide Identifier for Compulsory Redundancy

Where a Department has decided to use Compulsory Redundancy, Corporate HR will provide an Identifier for that use.

Step 3 Confirm PSG approval for SCS Voluntary Redundancy

Where the individual to be selected for Voluntary Redundancy is a member of the Senior Civil Service (SCS), the business case prepared and approved by the employing Departmental HR should be provided to the Director of Personnel, Corporate HR, DFP. Corporate HR will consult with PSG and provide a formal response to Departmental HR.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 3 – Voluntary Redundancy: Scheme

In summary:

If you are offered the opportunity to leave under an individual Voluntary Redundancy arrangement

You should:

- Receive notification from HRConnect that you are eligible for a Voluntary Redundancy Scheme. ([Step 1 Receive notification from HRConnect that you are eligible for a Voluntary Redundancy Scheme](#)).
- Access the Voluntary Redundancy Scheme website ([Step 2 Access the Voluntary Redundancy Scheme website](#)).
- Confirm whether you are possibly interested in Voluntary Redundancy ([Step 3 Confirm whether you are interested in Voluntary Redundancy](#)).
- Confirm final decision on Voluntary Redundancy ([Step 4 Confirm final decision on Voluntary Redundancy](#)).
- Receive Outcome of Selection Process ([Step 5 Receive Outcome of Selection Process](#)).
- Receive Confirmation of Exit ([Step 6 Receive Confirmation of Exit](#)).
- Attend final handover meeting on your last day ([Step 7 Attend final handover meeting on your last day](#)).
- If you remain in the redundancy pool, receive notification of decision on Compulsory Redundancy ([Step 8 If you remain in the redundancy pool, receive notification of decision on Compulsory Redundancy](#)).

Line Management will:

- If required, contribute to Departmental HR consideration of the need for a Voluntary Redundancy Scheme ([Step 1 If required, contribute to Departmental HR consideration of the need for a Voluntary Redundancy Scheme](#)).
- Receive notification of individual's eligibility for Voluntary Redundancy Scheme ([Step 2 Receive notification of individual's eligibility for Voluntary Redundancy Scheme](#)).
- Receive copy of outcome of Selection Process ([Step 3 Receive copy of outcome of Selection Process](#)).
- Ensure that the HRConnect record for a selected individual is up to date ([Step 4 Ensure that the HRConnect record for a selected individual is up to date](#)).
- Confirmation of last day of service ([Step 5 Confirmation of last day of service](#)).
- Update employee's record on HRConnect ([Step 6 Update employee's record on HRConnect](#)).
- Conduct final handover meeting with individual on their last day ([Step 7 Conduct final handover meeting with individual on their last day](#)).

- Receive copy of Departmental HR decision on Compulsory Redundancy [\(Step 8 Receive copy of Departmental HR decision on Compulsory Redundancy\)](#)

Departmental HR will:

- Consider use of Voluntary Redundancy [\(Step 1 Consider use of Voluntary Redundancy\)](#)
- Prepare business case [\(Step 2 Prepare business case\)](#)
- Finalise the business case [\(Step 3 Finalise the business case\)](#)
- Determine eligible staff and confirm details [\(Step 4 Determine eligible staff and confirm details\)](#)
- Agree members of Redundancy Scheme Selection Panel [\(Step 5 Agree members of Redundancy Scheme Selection Panel\)](#)
- Confirm the Departmental HR team who will administer the Voluntary Redundancy Scheme [\(Step 6 Confirm the Departmental HR team who will administer the Voluntary Redundancy Scheme\)](#)
- Preparation of Scheme Information Booklet [\(Step 7 Preparation of Scheme Information Booklet\)](#)
- Prepare Scheme registration file [\(Step 8 Prepare Scheme Registration file\)](#)
- Create instruction email and arrange upload to scheme website [\(Step 9 Create instruction email and arrange upload to scheme website\)](#)
- Carry out selection process and update registration file [\(Step 10 Carry out selection process and update registration file\)](#)
- Transfer Scheme information to HRConnect [\(Step 11 Transfer Scheme information to HRConnect\)](#)
- Close the Voluntary Redundancy Scheme [\(Step 12 Close the Voluntary Redundancy Scheme\)](#)
- Evaluation of Voluntary Redundancy Scheme [\(Step 13 Evaluation of Voluntary Redundancy Scheme\)](#)

Corporate HR will:

- Provide advice to Departmental HR [\(Step 1 Provide advice to Departmental HR\)](#)
- Provide Identifier for Voluntary Redundancy action [\(Step 2 Provide Identifier for Voluntary Redundancy\)](#)
- Agree the proposed HR aspects of the Scheme [\(Step 3 Agree the proposed HR aspects of the Scheme\)](#)

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 3 – Voluntary Redundancy: Scheme

User guide for staff

Step 1 Receive notification from HRConnect that you are eligible for a Voluntary Redundancy Scheme

If you are at risk of redundancy, you will first be offered the opportunity to leave under Voluntary Redundancy terms. Where it has been decided, based on a business case, to run a Voluntary Redundancy Scheme, Departmental HR will decide on the pool of staff at risk of redundancy who are eligible to apply for the scheme. If you are eligible, you will be informed of this by email.

There is no compulsion on you to apply for a Voluntary Redundancy Scheme. However, even if you do not apply, you will remain in the pool of staff at risk of redundancy and you could be made compulsorily redundant at a later stage of the same redundancy programme. In addition, you need to be aware that the maximum level of redundancy compensation available is higher at the voluntary stage, than at the compulsory stage.

You may find it helpful to refer to Leaving the Service policy 2.01 Voluntary Redundancy and Compulsory Redundancy on the HRConnect Portal, and to information on the Civil Service Pensions website at www.dfpni.gov.uk/civilservicepensions-ni .

In taking the action set out in this User Guide, you may also find it helpful to refer to the Quick Reference Guide “[Staff Guide: Early Exit Scheme](#)” .

Step 2 Access the Voluntary Redundancy Scheme website

You should use the website link provided in the notification email, then select the “Early Exit Scheme” option, to obtain access to the information about the Scheme, including the terms being offered. You do not have to make a decision immediately on what you want to do, and can view the Scheme details as often as you wish, but you must register your interest or otherwise by the closing date specified (Expression of Interest (Eoi) end-date).

Step 3 Confirm whether you are interested in Voluntary Redundancy

After consideration of the Scheme details you must confirm your intentions, whether you are interested or not.

One week prior to the closing date for expressions of interest, you will receive a reminder if you have not confirmed your intentions. On the closing date for

expressions of interest a final email reminder will be sent to you if you have not confirmed your intentions. If you give no indication of what you want to do by the deadline for replies, it will be taken that you are not interested in being considered for selection under the Scheme.

Using the Expression of Interest response options, if you select that you are not interested, you will receive a message reminding you that you do not have to express an interest in the Scheme, but that you will remain in the group of staff at risk of redundancy until the current redundancy programme is completed, and could subsequently be selected to leave under Compulsory Redundancy terms, for which the maximum compensation is lower than for Voluntary Redundancy. If, having read this message, you confirm that you are not interested in Voluntary Redundancy you will receive an email to acknowledge this. HRConnect will contact you at a future date to advise if any further redundancy action is being taken.

If you are interested in the Voluntary Redundancy Scheme, or might be interested but would like more information before taking a final decision, you should respond that you are interested in proceeding which, at this stage, does not commit you to accepting the offer of Voluntary Redundancy. Your expression of interest will be acknowledged by email. Civil Service Pensions will send you an illustration of the compensation to which you would be entitled and details of any pension options available to you, to help inform your final decision.

Step 4 Confirm final decision on Voluntary Redundancy

After you have received and considered your compensation illustration, you should again access the Scheme website and confirm what you would like to do. At this stage, your decision will be taken as final, and you must confirm what you want to do by the date specified (Acceptance end-date). After you have submitted your decision, your access to the Scheme website will change to view-only.

If you decide not to accept the terms offered in the Scheme, you will see a message reminding you that you do not have to accept the terms of the Scheme, but that you will remain in the group of staff at risk of redundancy until the current redundancy programme is completed and could subsequently be selected to leave under Compulsory Redundancy terms, for which the maximum compensation is lower than for Voluntary Redundancy. If, having read this message, you confirm that you are not interested in Voluntary Redundancy you will receive an email to acknowledge this. HRConnect will contact you at a future date to advise if any further redundancy action is being taken.

If you decide to accept the terms of the Scheme, your decision will be acknowledged by email. You will be included in the group of staff to be considered for possible selection by the Redundancy Scheme Selection Panel and, if selected, you are committed to leaving under the terms of the Scheme.

Step 5 Receive Outcome of Selection Process

If you have been considered for selection, HRConnect will advise you in writing of the outcome of the selection process.

If you have been selected for exit by the Redundancy Scheme Selection panel, your period of notice as set out in the Scheme terms will commence from the date the letter from HRConnect advising that you have been selected. Civil Service Pensions will correspond with you to finalise details of the compensation due to you and to clarify your wishes in respect of any pensions options.

If you have not been selected for exit and the selection process is complete, the Scheme will be closed and there will be no further action on Voluntary Redundancy. If you have not been selected for exit at this stage, but the process is being taken forward in more than one phase of selection, HRConnect will write to you to confirm that your application will be held for further consideration at a later date and you will be notified of the outcome at that stage.

Step 6 Receive Confirmation of Exit

Where you have been selected for Voluntary Redundancy, HRConnect will write to you again to confirm your last day of service, advise what action you need to take and provide details of your outstanding leave entitlement and other relevant matters. You should take action to ensure that your personal data is up to date on HRConnect and ensure all annual leave is taken prior to the last day of service, as your annual leave balance will automatically be taken as zero at the exit date.

Step 7 Attend final handover meeting on your last day

On your last day, your line manager will meet with you to complete the final handover process.

Before you attend this meeting, you should refer to the [Leaver Checklist \[E-ET 1.11\]](#) to ensure you are fully aware of the handover process and to ensure you collect all relevant items to hand over to Line Management.

Step 8 If you remain in the redundancy pool, receive notification of decision on Compulsory Redundancy

If you remain in the redundancy pool, either because you did not apply for the Voluntary Redundancy Scheme, or you applied but were not selected, at the

end of the Voluntary Scheme HRConnect will write to advise you whether your Department intends to move to a Compulsory Redundancy Scheme.

If it has been decided not to move to Compulsory Redundancy, no further action will be taken.

If it has been decided to move to Compulsory Redundancy, you should follow the steps set out in **Section 4** of this User Guide (**Section 4 – Compulsory Redundancy: Scheme**).

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 3 - Voluntary Redundancy: Scheme

User guide for line management

Step 1 If required, contribute to Departmental HR consideration of the need for a Voluntary Redundancy Scheme

The need for a Voluntary Redundancy Scheme is determined by Departmental HR but you may be required to provide input to Departmental HR consideration if the situation to be addressed by the Scheme impacts on your business area.

Where the pool of staff at risk of redundancy includes members of the Senior Civil Service, this is subject to the approval of the Permanent Secretary of the Department concerned after consultation with other Permanent Secretaries.

Step 2 Receive notification of individual's eligibility for Voluntary Redundancy Scheme

If you are the Line Manager for an individual in the pool of staff at risk of redundancy, their email notification of this will be copied to you. The individual should take action in line with the guidance provided in the notification email and on the Scheme website, but you may wish to be aware of the additional guidance for individuals who are eligible for a Scheme provided on the HRConnect portal [Quick Reference Guide "[Staff Guide: Early Exit Scheme](#)"]. If the individual is absent and is unlikely to see the Scheme notification in good time for them to record their intentions, or if they become absent during the duration of the Scheme, you should contact Departmental HR to advise them of this and agree what action is required.

Step 3 Receive copy of outcome of Selection Process

When the selection process for the Voluntary Redundancy Scheme has been carried out, HRConnect will inform the individual in writing of the outcome and copy the letter to you.

If the individual has not been selected for exit and the selection process is complete, they will be advised that the Scheme will be closed. If the individual has not been selected for exit at this stage, but the process is being taken forward in more than one phase of selection, they will be informed that their application will be held for further consideration at a later date and they will be notified of the outcome at that stage.

If the individual has been selected, you should consider whether or not the post needs to be filled.

If the post needs to be filled, you should contact Departmental HR and discuss the method to fill.

Step 4 Ensure that the HRConnect record for a selected individual is up to date

If the individual has been selected, you should immediately review their HRConnect leave record. It is your responsibility to ensure that leave balances are reduced to nil before the individual leaves the Service, unless, in exceptional circumstances, the individual is specifically prevented from taking leave by Line Management. The annual leave balance will automatically be taken as zero at the exit date.

You should also note the importance of the individual's HRConnect record being fully and promptly updated, in terms of leave, sick absence, and overtime, throughout their remaining period in the Service, as this record will be used by HRConnect at the individual's leaving date.

Where the selected individual has Line Manager responsibilities, you should use form RE-JRD HO 1i R2 Job Related Data Change (All Releases) Line Manager Details to advise HRConnect of changes as appropriate.

Step 5 Confirmation of last day of service

HRConnect will write to the individual, confirming their last day of service and details of outstanding annual leave entitlement to be taken before their last day of service. This letter will be copied to you and to Departmental HR.

Step 6 Update employee's record on HRConnect

You will be required to update the HRConnect Manager Self-Service "Termination" screens to confirm the agreed date of leaving and any further details which are required. HRConnect will then notify Civil Service Pensions accordingly. It is important that you update the required "Termination" screens as a matter of urgency as HRConnect can only take their action once this has been done.

HRConnect Manager Self-Service may be updated by a Line Manager Level 3 but must be authorised by a Line Manager Level 2. If you are not a Line Manager Level 2 or above you must re-assign this task to an appropriate Line Manager.

You should ensure that the individual's flexi leave balance is reduced to nil before they leave the service.

You should ensure that the annual leave balance is nil before they leave the service unless the individual has been specifically prevented from taking leave by Line Management. The annual leave balance will automatically be taken as zero at the exit date.

If the individual has taken more leave than the revised entitlement a refund from salary will be required.

Step 7 Conduct final handover meeting with individual on their last day

You will be required to arrange a meeting with the individual on their last day to complete the final handover and to collect all relevant items from the individual.

Before you attend this meeting, you should access the [Leaver Checklist \[E-ET 1.11\]](#) and asset register, which will be held by your local budget holder, to ensure you are fully aware of the handover process and the items that are to be returned. Where you are unable to access the local asset register, you should consult Account NI to obtain details of the assets held by the individual.

You must account for all items at this meeting and return these to the issuer, as appropriate.

At the conclusion of the meeting you are responsible for confirming to HRConnect by email; the actual date the individual finished employment and any outstanding flexi balance if appropriate.

HRConnect will notify all other relevant parties for example, Security, IT Assist, and Departmental HR, of the staff member's exit from the Service.

Step 8 Receive copy of Departmental HR decision on Compulsory Redundancy

When the Voluntary Redundancy Scheme has been completed, Departmental HR will consider whether the aims of the scheme have been achieved or it is necessary to move to a Compulsory Redundancy Scheme. If you are the Line Manager for an eligible individual who remains in the pool of staff at risk of redundancy, the letter issued by HRConnect to the individual, advising whether the Department intends to move to Compulsory Redundancy, will be copied to you.

If the Department has decided not to move to Compulsory Redundancy, the Redundancy programme will end.

If the Department decides to move to Compulsory Redundancy, you should take the action set out in Section 4 of this User Guide (Section 4 Compulsory Redundancy: Scheme).

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 3 – Voluntary Redundancy: Scheme

User guide for Departmental HR

Step 1 Consider use of Voluntary Redundancy

Where a Department is considering the need to use a Voluntary Redundancy Scheme, Departmental HR should consult with Corporate HR DFP, other Departments and TUS as necessary, to ensure that alternative measures such as redeployment have been fully explored and to assess the possible extent of the eligible pool.

If the Scheme is to apply to more than one Department, those affected should determine who will act as the Lead Department in any action to be taken, and agree on the input and assistance required from the other participating Departments. The actions to be taken will apply to the Departmental HR of each participating Department within that context.

As early as possible in the planning for an exit scheme, Departmental HR should consult with Civil Service Pensions on suitable timescales for preparing compensation illustrations and processing the required number of exits. It may also be helpful during the planning stage to discuss possible timescales with the HRConnect SMO, for example, to clarify the time required to issue letters to applicants advising of the outcome of the selection process. The required notice period will commence from the date of the letter from HRConnect advising an individual that they have been selected, so this will be relevant when determining the effective date of exit.

Step 2 Prepare business case

Departmental HR should prepare a business case for the proposed Scheme, with relevant internal consultation, taking account of NICS policy, Civil Service Compensation Scheme (NI) rules, and consulting with Corporate HR DFP, other Departments and Trade Union Side as necessary. The business case should set out the relevant background, measures taken as an alternative to running a scheme, the options available to the Department and the rationale for using the scheme option, details of the proposed scheme (including estimated costs and timescales) and how the scheme will be managed, including the agreed arrangements/responsibilities where the Scheme is to apply to more than one Department.

If it is proposed that the pool of staff at risk of redundancy will include members of the Senior Civil Service (SCS), this is subject to the agreement of the Permanent Secretaries Group (PSG). A business case prepared and approved by the employing Departmental HR, should be provided to the

Director of Corporate HR DFP, who will advise whether PSG approval has been given.

Step 3 Finalise the business case

As part of the action to finalise the business case, Departmental HR should:

- confirm with Corporate HR that alternative measures to an exit scheme have been sufficiently addressed, and that the requirements of NICS HR policy have been met;
- obtain a Voluntary Redundancy Identifier from Corporate HR, Strategic Resourcing and Workforce Planning Branch (this will be used for records held by CHR, and is separate from a Scheme ID generated by TIBUS);
- confirm with Civil Service Pensions that the terms to be offered are in line with the rules of the CSCS(NI), including the required notice period, and agree the timescales necessary for the Scheme process;
- obtain financial approvals internally and from the Department of Finance and Personnel as appropriate; and
- obtain agreement from Departmental senior management and Ministerial approval to proceed with the Voluntary Redundancy Scheme.

Step 4 Determine eligible staff and confirm details

Once the decision has been taken to proceed with the Voluntary Redundancy Scheme, Departmental HR should request ad-hoc reports from HRConnect to facilitate determination of the eligible group. The eligible pool should be agreed with Trade Union Side at the outset, and will remain the same if your Department subsequently moves to Compulsory Redundancy. Departmental HR should ensure that the details of the eligible group are up to date, in particular their office email address. Notifications and correspondence relating to the Scheme will normally be sent to the office email address of eligible staff, and this address will also be used to give eligible staff access to the Scheme website. Where an eligible individual is out of the office, a home email address may be used but, for such staff, where a home email address is not available, Departmental HR will be responsible for issuing hard copy information to the individuals.

Step 5 Agree members of Redundancy Scheme Selection Panel

Membership of the Redundancy Scheme Selection Panel, who will confirm the selection of staff from the eligible pool, should be agreed in discussion with Trade Union Side and in line with NICS policy.

Step 6 Confirm the Departmental HR team who will administer the Voluntary Redundancy Scheme

Departmental HR should determine the team of staff who will administer the Voluntary Redundancy Scheme (either staff in that Departmental HR or, where a Scheme is to apply to more than one Department, Departmental HR staff in participating Departments who will be part of the administrative team). The office email addresses of these staff should be provided to Fujitsu to ensure they have appropriate access to the TIBUS system to administer the Voluntary Redundancy Scheme (see **Step 9**). You should also create a specific Scheme email address, which can be used for queries from staff and for correspondence with HRConnect.

Step 7 Preparation of Scheme Information Booklet

Departmental HR should create a Scheme Information Booklet that will be uploaded to the Scheme website to provide eligible staff with all relevant information specific to the Voluntary Redundancy scheme. All eligible staff will be asked to view this booklet before indicating whether or not they are interested in the Scheme. Departmental HR should consult with Corporate HR and Trade Union Side on the information provided, which should include:

- the background to the Scheme and its purpose;
- those eligible to apply;
- how those to leave will be selected;
- the terms available;
- key stages in the Scheme, and the relevant deadlines;
- the notice period that will apply;
- proposed exit dates;
- Departmental HR contacts for any queries; and
- the action to be taken by eligible staff.

A template for the Scheme Information Booklet can be found in the [Knowledge Base](#) on the HRConnect Portal.

Step 8 Prepare Scheme Registration file

Departmental HR should also create an Excel spreadsheet, based on the Scheme Registration File template found in the [Knowledge Base](#) on the HRConnect Portal, listing the relevant details of all eligible staff, which will be used as the Scheme registration file. If a Scheme is applied across more than one Department, with one Department taking the lead in the administration of the Scheme, each participating Department should create a spreadsheet for its own staff and forward this to the Lead Department, who will create a composite spreadsheet. It is important that the details in the spreadsheet(s) are checked very thoroughly by those providing the information, before forwarding to Fujitsu. At this point, before the Scheme is formally launched,

you may wish to issue advance communication of the intention to launch the Scheme, as considered appropriate.

Step 9 Create Instruction email and arrange upload to scheme website

Following the instructions set out in the Quick Reference Guide *Departmental HR Guide: Early Exit Scheme*, the administrative team should create an instruction email based on the Early Exit Scheme Creation Email template provided on the [Knowledge Base](#) of the HRConnect Portal and issue to NICS.SMO@hrconnect.nigov.net attaching the Scheme Information Booklet and the registration file. The email should include the details of those DHR staff to be given TIBUS edit access. You may also wish to include a telephone contact for urgent queries from HRConnect. It should also specify the date on which you wish the Scheme to be launched, giving five working days' notice for this. On receipt of the information from the SMO, Fujitsu will upload the information to the TIBUS system. This action by Fujitsu will create the Scheme on the website, and launch the Scheme by generating and issuing notification emails to those in the eligible pool, on the date specified by you. Responses submitted online by those eligible for the Scheme will be recorded automatically by the system. However the Scheme administrative team will be responsible for manually updating the record where this does not happen through the normal system process, for example staff without a home email or additions to the eligible pool.

Step 10 Carry out selection process and update registration file

When the closing date has passed for staff who previously expressed an interest to confirm that they accept the terms of the Scheme, Departmental HR should run a report of all those who have accepted the terms and will now be considered for selection (you may wish to follow the instructions in the Quick Reference Guide to save this to TRIM as an Excel spreadsheet for use in the selection process). This spreadsheet can be used to produce a list of all those who have accepted the terms and will now be included in the selection pool. Those to leave under the terms of the Scheme should be selected by Departmental HR, in line with the agreed selection criteria for the Scheme, and confirmed by the Voluntary Redundancy Scheme Selection Panel. The Scheme administration team should update the Scheme registration file on TIBUS to record each individual who has been selected. Where selection is made in more than one phase, this process should be followed for each stage until selection is complete.

Step 11 Transfer Scheme information to HRConnect

The administrative team should follow the instructions set out in the Quick Reference Guide *Departmental HR Guide: Early Exit Scheme* to transfer the Scheme information to HRConnect. HRConnect will advise each individual in

the selection pool of the outcome of the selection process, copying the letter to the Line Manager and to Departmental HR. Where selection takes place in more than one phase, HRConnect will continue to advise those remaining in the selection pool of the outcome until the selection process is complete.

In parallel, Departmental HR should follow the instructions in the Quick Reference Guide to convert the TIBUS registration file to an Excel spreadsheet and save to TRIM. From this, Departmental HR should produce a spreadsheet listing the details of those selected, and insert the exit date for each individual selected (this may be the same date for all staff selected in that tranche, or varying dates in line with business need). On receipt of the copy selection outcome letters issued by HRConnect, Departmental HR should then email the Excel spreadsheet, containing details of those selected and their exit date, at each stage of selection if more than one, to HRConnect and to Civil Service Pensions. The spreadsheet sent to HRConnect should be accompanied by Form EE3.0: provide details of the Scheme at section 1; at section 2, instruct HRConnect to upload and generate the “Outcome of Selection” letters, and provide the filename to be uploaded (see Quick Reference Guide *Departmental HR Guide: Early Exit Scheme*).

On being copied into the letter from HRConnect advising an individual that they have been selected for exit, the individual’s line manager will normally take forward the standard termination action set out in the Line Manager section of this guide. In the event that the normal line management arrangements do not apply, Departmental HR should ensure these actions are carried out.

Step 12 Close the Voluntary Redundancy Scheme

When the selection process has been completed, there are no outstanding appeals, the programme of exits has taken place and the record of the Scheme has been fully updated, the administrative team should record the end-date of the Scheme on TIBUS. At this point the access for Departmental HR will change to view-only, effectively finalising the record of the Scheme. At this stage the Departmental HR administrative team should create a copy of the registration file as an Excel spreadsheet and save to TRIM in final version, with the appropriate access restrictions, to ensure a final record of the Scheme information is available for future reference.

Step 13 Evaluation of Voluntary Redundancy Scheme

Following completion of the selection process for the Voluntary Redundancy Scheme, Departmental HR should consider whether the required numbers of reductions have been achieved or whether it will be necessary to move to Compulsory Redundancy, making a decision on this as soon as possible, so that staff can be informed.

If Departmental HR decides not to move to Compulsory Redundancy, it should use form EE3.0 Early Exit Scheme Instruction form to instruct HRConnect to issue a letter to those remaining in the redundancy pool, advising that the redundancy programme is complete and that they are no longer at risk of redundancy.

If Departmental HR decides to move to Compulsory Redundancy, or if the decision on this is subject to further development of a business case, the action to be taken is set out in Section 4 of this User Guide (**Section 4: Compulsory Redundancy: Scheme**)

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 3 - Voluntary Redundancy: Scheme

User guide for Corporate HR

Step 1 Provide advice to Departmental HR

Where a Department is considering the use of Voluntary Redundancy, Corporate HR should provide advice as necessary, including guidance on appropriate pre-redundancy measures, the development of a business case, the extent of the Scheme and the terms to be offered. Where it is proposed to include members of the Senior Civil Service in the group of staff eligible for the Scheme, Corporate HR will provide details of the business case prepared by Departmental HR to the Permanent Secretaries Group for consideration and inform Departmental HR whether this has been approved.

Step 2 Provide Identifier for Voluntary Redundancy

Where a Department has decided to use Voluntary Redundancy, Corporate HR (Strategic Resourcing and Workforce Planning Branch) will provide a Redundancy Identifier (for use in CHR redundancy records).

Step 3 Agree the proposed HR aspects of the Scheme

In order to finalise the arrangements for a Voluntary Redundancy Scheme, Corporate HR, DFP should confirm whether the requirements of NICS HR policy have been met, in terms of the avoidance action taken by the Department and the details of the proposed Scheme. Civil Service Pensions should confirm if the proposed terms are in line with the rules of the Civil Service Compensation Scheme (NI) and agree appropriate timescales for the Scheme.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 4 – Compulsory Redundancy: Scheme

In summary:

If you have refused the offer to leave under Voluntary Redundancy terms, and your Department has selected you for Compulsory Redundancy

You should:

- Receive notification that Department is moving to Compulsory Redundancy ([Step 1 Receive notification that Department is moving to Compulsory Redundancy](#))
- Receive Notification of Compulsory Redundancy selection process ([Step 2 Receive notification of Compulsory Redundancy selection process](#))
- Decide if you wish to initiate an appeal ([Step 3 Decide if you wish to initiate an appeal](#))
- Receive confirmation of exit ([Step 4 Receive confirmation of exit](#))
- Attend final handover meeting on your last day ([Step 5 Attend final handover meeting on your last day](#))

Line Management will:

- If required, contribute to Departmental HR consideration of the need for a Compulsory Redundancy Scheme ([Step 1 If required, contribute to Departmental HR consideration of the need for a Compulsory Redundancy Scheme](#))
- Receive notification of move to Compulsory Redundancy ([Step 2 Receive notification of move to Compulsory Redundancy](#))
- Receive notification of individual's selection for Compulsory Redundancy ([Step 3 Receive notification of Individual's selection for Compulsory Redundancy](#))
- Ensure that the HR Connect record for a selected individual is up to date ([Step 4 Ensure that the HRConnect record for a selected individual is up to date](#))
- Confirmation of last day of service ([Step 5 Confirmation of last day of service](#))
- Update employee's record on HRConnect ([Step 6 Update employee's record on HRConnect](#))
- Conduct final handover meeting with individual on their last day ([Step 7 Conduct final handover meeting with individual on their last day](#))

Departmental HR will:

- Consider use of Compulsory Redundancy ([Step 1 Consider use of Compulsory Redundancy](#))
- Prepare business case ([Step 2 Prepare business case](#))
- Finalise the business case ([Step 3 Finalise the business case](#))

- Determine eligible staff and confirm [details \(Step 4 Determine eligible staff and confirm details\)](#)
- Confirm members of the Redundancy Scheme Selection Panel [\(Step 5 Confirm members of the Redundancy Scheme Selection Panel\)](#)
- Confirm the Departmental HR team who will administer the Compulsory Redundancy Scheme [\(Step 6 Confirm the Departmental HR team who will administer the Compulsory Redundancy Scheme\)](#)
- Prepare Scheme Information Booklet [\(Step 7 Preparation of Scheme Information Booklet\)](#)
- Prepare scheme registration file [Step 8 Prepare scheme registration file\)](#)
- Create Instruction Email and arrange upload to Scheme website [\(Step 9 Create Instruction Email and arrange upload to Scheme website\)](#)
- Carry out selection process and update registration file [\(Step 10 Carry out selection process and update registration file\)](#)
- Transfer Scheme information to HRConnect [\(Step 11 Transfer Scheme information to HRConnect\)](#)
- If Appeal is received, follow procedures set out in the HR Handbook [\(Step 12 If Appeal is received, follow procedures set out in the HR Handbook\)](#)
- Receive notification of Outcome of appeal, if applicable [\(Step 13 Receive notification of Outcome of appeal, if applicable\)](#)
- Confirm Exit Date to Civil Service Pensions and HRConnect [\(Step 14 Confirm Exit Date to Civil Service Pensions and HRConnect\)](#)
- Close the Compulsory Redundancy Scheme [\(Step 15 Close the Compulsory Redundancy Scheme\)](#)

Corporate HR will:

- Provide advice to Departmental HR [\(Step 1 Provide advice to Departmental HR\)](#)
- Provide Identifier for Compulsory Redundancy [\(Step 2 Provide Identifier for Compulsory Redundancy\)](#)
- Agree the proposed HR aspects of the Scheme [\(Step 3 Agree the proposed HR aspects of the Scheme\)](#)

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 4 - Compulsory Redundancy: Scheme

User guide for staff

Note: *As set out in Section 1 of this User Guide (Voluntary Redundancy: Individual), if you are at risk of redundancy you must first be offered the opportunity to leave under Voluntary Redundancy terms. If you do not accept Voluntary Redundancy, HRConnect will notify you whether your Department intends to move to Compulsory Redundancy.*

Step 1 Receive notification that Department is moving to Compulsory Redundancy

If you are notified that you are at risk of redundancy, you will first be offered the opportunity to leave under Voluntary Redundancy terms. If you do not exit under Voluntary Redundancy, and your Department decides to move to Compulsory Redundancy, you will be included in the pool of staff considered for selection for Compulsory Redundancy. If you are notified by HRConnect that you are being considered for selection for Compulsory Redundancy, the notification will include a link to the Scheme website, where you can view the details of the Scheme.

Step 2 Receive notification of Compulsory Redundancy selection process

After the selection process has taken place, HRConnect will write to advise you of the outcome of the process.

If you are notified that you have not been selected for Compulsory Redundancy, there will be no further action in this redundancy programme.

Where you are notified that you have been selected for Compulsory Redundancy, your letter from HRConnect will include advice on your right to appeal this decision.

You can appeal the decision to select you for Compulsory Redundancy under the Uniform Appeals process, details of which can be found in Section 6.12 of the HR Handbook. If you wish to lodge an appeal you should follow the process set out in the relevant User Guide.

You also have the right to lodge an appeal with the Civil Service Appeal Board, subject to eligibility requirements which are set out in Section 2.07 of the HR Handbook.

Civil Service Pensions will contact you to advise of the compensation due under Compulsory Redundancy terms, and of any pension options available to you.

You may find it helpful to refer to Section 2.01 Voluntary Redundancy and Compulsory Redundancy policy on the HRConnect Portal, and to information on the Civil Service Pensions website at www.dfpni.gov.uk/civilservicepensions-ni .

Step 3 Decide if you wish to initiate an appeal

If you wish to lodge a written notice of appeal you should follow the steps outlined in the User Guide for Staff 6.09 Uniform Appeals.

If you wish to appeal to the Civil Service Appeal Board, you should follow the procedures and timescales set out in Section 2.07 of the HR Handbook.

You should be aware that each of the Appeal mechanisms referred to above must be made within specified time limits.

You will be advised of the outcome of any such appeal in line with the processes outlined above. If your appeal against Compulsory Redundancy is successful, no further action will be taken. If you do not appeal, or if your appeal is unsuccessful, your Department will proceed with Compulsory Redundancy.

Step 4 Receive confirmation of exit

If the decision is taken to proceed with Compulsory Redundancy you will receive a letter from HRConnect confirming your last day of service, advising what action you need to take and providing details of your outstanding leave entitlement and other relevant matters. You should take action to ensure that your personal data is up to date on HRConnect and that you take whatever leave is due to you before your last day of service. Your annual leave balance will automatically be taken as zero at the exit date.

Step 5 Attend final handover meeting on your last day

On your last day, your line manager will meet with you to complete the final handover process.

Before you attend this meeting, you should refer to the [Leaver Checklist \[E-ET 1.11\]](#) to ensure you are fully aware of the handover process and to ensure you collect all relevant items to hand over to Line Management.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 4 - Compulsory Redundancy - Scheme

User guide for line management

Note: As set out in Section 1 of this User Guide (Voluntary Redundancy: Individual), an individual at risk of redundancy must first be offered the opportunity to leave under Voluntary Redundancy terms. Only where this has been refused can Line Management move to Compulsory Redundancy.

Step 1 If required, contribute to Departmental HR consideration of the need for a Compulsory Redundancy Scheme

The need for a Compulsory Redundancy Scheme is determined by Departmental HR but you may be required to provide input to Departmental HR consideration if the situation to be addressed by the Scheme impacts on your business area. Where the pool of staff at risk of redundancy includes members of the Senior Civil Service, this is subject to the approval of the Permanent Secretary of the Department concerned after consultation with other Permanent Secretaries.

Step 2 Receive notification of move to Compulsory Redundancy

Where the Department has decided to move to Compulsory Redundancy, HRConnect will notify each individual remaining in the Redundancy pool that they will be considered for selection. If you are the Line Manager of an individual in this position, you will receive a copy of the notification. While the individual is not required to take any action at this point, if the individual is absent, or if they become absent during the duration of the Scheme, you should contact Departmental HR to advise them of this and agree what action, if any, is required.

Step 3 Receive notification of Individual's selection for Compulsory Redundancy

HRConnect will subsequently notify the individual of the outcome of the Compulsory Redundancy selection process, and copy this to you as their Line Manager.

If the individual is not selected for Compulsory Redundancy, no further action is required in this redundancy programme.

If the individual has been selected for Compulsory Redundancy, the letter will advise them of their right of Appeal under the Uniform Appeals Policy as set out in 6.09 of the HR Handbook and the right to lodge an Appeal to the Civil Service Appeal Board as set out in Section 2.07 of the HR Handbook.

Step 4 Ensure that the HRConnect record for a selected individual is up to date

If the individual has been selected, you should immediately review their HRConnect leave record. It is your responsibility to ensure that leave balances are reduced to nil before the individual leaves the Service, unless, in exceptional circumstances, the individual is specifically prevented from taking leave by Line Management. The annual leave balance will automatically be taken as zero at the exit date.

You should also note the importance of the individual's HRConnect record being fully and promptly updated, in terms of leave, sick absence, and overtime, throughout their remaining period in the Service, as this record will be used by HRConnect at the individual's leaving date.

Where the selected individual has Line Manager responsibilities, you should complete form RE-JRD HO 1i R2 Job Related Data Change (All Releases) Line Manager Details setting out the changes as appropriate, and submit this form to Departmental HR.

If the individual decides to appeal against Compulsory Redundancy, you will be informed of the outcome by DHR. If the appeal is successful, the action will be suspended pending the Department's consideration of the appeal outcome.

Step 5 Confirmation of last day of service

HRConnect will write to the individual, confirming their last day of service and confirmation of details of outstanding annual leave entitlement to be taken before their last day of service. This will be copied to you and to Departmental HR.

Step 6 Update employee's record on HRConnect

You will be required to update the HRConnect Manager Self-Service "Termination" screens to confirm the agreed date of leaving and any further details which are required. HRConnect will then notify Civil Service Pensions accordingly. It is important that you update the required "Termination" screens as a matter of urgency as HR Connect can only take their action once this has been done.

HRConnect Manager Self-Service may be updated by a Line Manager Level 3 but must be authorised by a Line Manager Level 2. If you are not a Line Manager Level 2 or above you must re-assign this task to an appropriate Line Manager.

You should ensure that the individual's flexi leave balance is reduced to nil before they leave the service.

You should ensure that the annual leave balance is nil before they leave the service unless the individual has been specifically prevented from taking leave by Line Management. The annual leave balance will automatically be taken as zero at the exit date.

If the individual has taken more leave than the revised entitlement a refund from salary will be required.

Step 7 Conduct final handover meeting with individual on their last day

You will be required to arrange a meeting with the individual on their last day to complete the final handover and to collect all relevant items from the individual.

Before you attend this meeting, you should access the [Leaver Checklist \[E-ET 1.11\]](#) and asset register, which will be held by your local budget holder, to ensure you are fully aware of the handover process and the items that are to be returned. Where you are unable to access the local asset register, you should consult Account NI to obtain details of the assets held by the individual.

You must account for all items at this meeting and return these to the issuer, as appropriate.

At the conclusion of the meeting you are responsible for confirming to HRConnect by email; the actual date the individual finished employment and any outstanding flexi balance if appropriate.

HRConnect will notify all other relevant parties for example, Security, IT Assist, and Departmental HR, of the staff member's exit from the Service.

2.02 – Voluntary Redundancy and Compulsory Redundancy

Section 4 - Compulsory Redundancy - Scheme

User guide for Departmental HR

Step 1 Consider use of Compulsory Redundancy

Where Departmental HR is considering moving to Compulsory Redundancy, for the same pool of staff as at the Voluntary Redundancy stage, it should consult with Corporate HR, other Departments and Trade Union Side as necessary, to review the previous action taken and determine the need for compulsory measures in the current circumstances. If the pool of staff includes members of the Senior Civil Service, the decision to move to Compulsory Redundancy will, as previously, be subject to the agreement of the Permanent Secretaries Group (PSG), as advised by Corporate HR.

If the Scheme is to apply to more than one Department, those affected should determine who will act as the Lead Department in any action to be taken, and agree on the input and assistance required from the other participating Departments. The actions to be taken will apply to the Departmental HR of each participating Department within that context.

As early as possible in the planning for a Compulsory Redundancy Scheme, Departmental HR should consult with Civil Service Pensions on suitable timescales for preparing compensation illustrations and processing the required number of exits. It may also be helpful during the planning stage to discuss possible timescales with the HRConnect SMO NICS.SMO@hrconnect.nigov.net, for example, to clarify the time required to issue letters to applicants advising of the outcome of the selection process. The required notice period will commence from the date of the letter from HRConnect advising an individual that they have been selected, so this will be relevant when determining the effective date of exit.

Step 2 Prepare business case

Departmental HR should prepare a business case for the proposed Scheme, which may be an extension of the business case for the Voluntary Redundancy Scheme, with relevant internal consultation, taking account of NICS policy, Civil Service Compensation Scheme (NI) rules, and consulting with Corporate HR, other Departments and Trade Union Side as necessary. The business case should set out an updated version of the relevant background, alternative measures taken, the options available to the Department and the rationale for using the compulsory scheme option, details of the proposed Scheme (including estimated costs) and how the Scheme will be managed (including the agreed arrangements/responsibilities where the Scheme is to apply to more than one Department).

Step 3 Finalise the business case

As part of the action to finalise the business case, Departmental HR should

- confirm with Corporate HR that alternative measures have been sufficiently addressed, including the use of a Voluntary Redundancy Scheme, and that the requirements of NICS HR policy have been met;
- obtain a Compulsory Redundancy identifier from Corporate HR, Strategic Resourcing and Workforce Planning Branch, (this will be used for records held by CHR, and is separate from a Scheme ID generated by TIBUS);
- confirm with Civil Service Pensions that the terms to be offered are in line with the rules of the CSCS(NI), including required notice periods, and agree timescales for the work to be carried out on preparing compensation illustrations and processing exits;
- obtain financial approvals internally and from the Department of Finance and Personnel as appropriate; and
- obtain agreement from Departmental senior management and Ministerial approval to proceed with the Compulsory Redundancy Scheme.

Step 4 Determine eligible staff and confirm details

Once the decision has been taken to proceed with the Compulsory Redundancy Scheme, for those remaining in the pool of staff eligible for the previous Voluntary Redundancy Scheme, Departmental HR should ensure that the details of the eligible group are still up-to-date, in particular their office email address. Correspondence relating to the Scheme will normally be sent to the office email address of eligible staff, and this address will be used to give eligible staff access to the Scheme website to view the terms of the Compulsory Redundancy Scheme. Where an eligible individual is out of the office, a home email address may be used. However, for such staff, where a home email address is not available, Departmental HR will be responsible for issuing details of the terms of the Compulsory Redundancy Scheme in hard copy to the individuals.

Step 5 Confirm members of the Redundancy Scheme Selection Panel

Membership of the Redundancy Scheme Selection Panel, who will confirm the selection of staff from the eligible pool, should be agreed in discussion with Trade Union Side and in line with NICS policy.

Step 6 Confirm the Departmental HR team who will administer the Compulsory Redundancy Scheme

Departmental HR should determine the team of staff who will administer the Compulsory Redundancy Scheme (either staff in that Departmental HR or, where a Scheme is to apply to more than one Department, Departmental HR staff in participating Departments who will be part of the administrative team). The office email addresses of these staff should be provided to Fujitsu to ensure they have appropriate access to the TIBUS system to administer the Compulsory Redundancy Scheme (see **Step 9**). If the Scheme email address to be used is different from that used for the Voluntary Scheme, you should advise HRConnect of this change.

Step 7 Preparation of Scheme Information Booklet

Departmental HR should create a Scheme Information Booklet that will be uploaded to the Scheme website to provide eligible staff with all relevant information specific to the Compulsory Redundancy Scheme. Departmental HR should consult with Corporate HR and Trade Union Side on the information provided, which should include:

- the background to the Scheme and its purpose;
- how those to leave will be selected;
- the terms available;
- the notice period that will apply;
- proposed exit dates; and
- Departmental HR contact details for any queries.

A template for the Scheme Information Booklet can be found in the [Knowledge Base](#) on the HRConnect Portal.

Step 8 Prepare scheme registration file

Departmental HR should also create an Excel spreadsheet, based on the Scheme Registration File Template found in the [Knowledge Base](#) on the HRConnect Portal, listing the relevant details of all eligible staff, which will be used as the Scheme registration file. If a Scheme is applied across more than one Department, with one Department taking the lead in the administration of the Scheme, each participating Department should create a spreadsheet for its own staff and forward this to the lead Department, who will create a composite spreadsheet. It is important that the details in the spreadsheet(s) are checked very thoroughly by those providing the information, before forwarding to Fujitsu. At this point, before the Scheme is formally launched, you may wish to issue advance communication of the intention to launch the Scheme, as considered appropriate.

Step 9 Create Instruction Email and arrange upload to Scheme website

Following the instructions set out in the Quick Reference Guide [Departmental HR Guide: Early Exit Scheme](#) the administrative team should create an instruction email based on the Early Exit Scheme Creation Email template provided on the [Knowledge Base](#) of the HRConnect Portal and issue to NICS.SMO@hrconnect.nigov.net, attaching the Scheme Information Booklet and the registration file. The email should include the details of those DHR staff to be given TIBUS edit access. It should also specify the date on which you wish the Scheme to be launched, giving five working days' notice for this. On receipt of the information from the SMO, Fujitsu will upload the information to the TIBUS system, so that eligible staff will be able to view the terms of the Compulsory Redundancy Scheme.

In parallel with this, Departmental HR should use form EE3.0 Early Exit Scheme Instruction Form to instruct HRConnect to issue a 'Decision on need for Compulsory Redundancy' letter to each remaining individual in the pool of staff who were eligible for the Voluntary Redundancy Scheme, advising that the Department has decided to move to Compulsory Redundancy and that they will now be considered for selection. You should provide at section 5 of EE3.0 the identifiers created by TIBUS for both the voluntary and compulsory schemes, also attaching the spreadsheet showing the details of those remaining in the redundancy pool. You should ensure that the Scheme is available to view on the website by the issue date of the letter from HRConnect, as this letter will provide each individual with a link to the Scheme website.

On the date notified by you in the Early Exit Scheme Creation email, Fujitsu will upload the information to the TIBUS system. The Scheme Departmental HR administrative team will be responsible for providing a hard copy of the Compulsory Redundancy terms to any staff without email access.

Step 10 Carry out selection process and update registration file

Departmental HR should proceed as soon as possible, in line with the agreed selection criteria for the Scheme, to select those to leave under Compulsory Redundancy terms, and confirm the exits with the Redundancy Scheme Selection Panel. The Scheme administration team should update the Scheme registration file on TIBUS to record each individual who has been selected.

Step 11 Transfer Scheme information to HRConnect

The administrative team should follow the instructions set out in the Quick Reference Guide [Departmental HR Guide: Early Exit Scheme](#) to convert the registration file to an Excel spreadsheet, and then insert the intended exit date for each individual, taking account of the required notice period (this may be

the same date for all staff selected, or varying dates in line with business need). The administrative team should use EE3.0 Early Exit Scheme Instruction Form, attaching the Excel spreadsheet showing details of the selection outcome and exit dates, to instruct HRConnect to issue the "Outcome of Compulsory Redundancy Selection" letter to each individual considered. HRConnect will advise each individual in the selection pool of the outcome of the selection process, copying the letter to the Line Manager and to Departmental HR.

On receipt of the copy selection outcome letters issued by HRConnect, Departmental HR should email the Excel spreadsheet, containing details of those selected and their exit date, to Civil Service Pensions.

Step 12 If Appeal is received, follow procedures set out in the HR Handbook

If an Appeal is received from any individual selected for Compulsory Redundancy, Departmental HR should follow the procedures set out in the Uniform Appeals process User Guide 6. 09 or the Civil Service Appeal Board arrangements as set out in Section 2.07 of the HR Handbook accordingly and notify Civil Service Pensions that an appeal has been received.

Step 13 Receive notification of Outcome of Appeal, if applicable

HRConnect will issue the formal response advising of the outcome of an appeal under the Uniform Appeals process, to Departmental HR to issue to the employee confirming the decision.

On receipt of this decision, Departmental HR should advise Civil Service Pensions of the outcome of the Appeal. DHR should also advise the Line Manager of any appeal outcome.

Step 14 Confirm Exit Date to Civil Service Pensions and HRConnect

Three months before the intended exit date (this may be the same date for all staff selected, or varying dates in line with business need), DHR should send HRConnect the latest version of the spreadsheet giving the details of those selected to leave (revised as appropriate following the outcome of any appeals), using the EE3.0 Early Exit Scheme Instruction Form, to confirm the leaving date(s) previously given, or to advise HRConnect of any individual whose leaving date has altered as a result of an appeal, or advise where the compulsory redundancy is not proceeding because of a successful appeal. Where a selected individual has management responsibilities, and their Line Manager has submitted form RE-JRD HO 1i R2 Job Related Data Change (All Releases) Line Manager Details to Departmental HR, these forms should be attached with the spreadsheet. HRConnect will then issue the Confirmation of Exit: Last day of Service letter.

Step 15 Close the Compulsory Redundancy Scheme

When the selection process has been completed, there are no outstanding appeals, the programme of exits has taken place and the record of the Scheme has been fully updated, the administrative team should record the end-date of the Scheme on TIBUS. At this point the access for Departmental HR will change to view-only, effectively finalising the record of the Scheme.

2.02 Voluntary Redundancy and Compulsory Redundancy

Section 4 - Compulsory Redundancy - Scheme

User guide for Corporate HR

Step 1 Provide advice to Departmental HR

Where a Department is considering the use of Compulsory Redundancy, Corporate HR should provide advice as necessary, including guidance on appropriate pre-redundancy measures and the development of a business case. Where it is proposed to include members of the Senior Civil Service in the group of staff eligible for the Scheme, Corporate HR will provide details of the business case prepared by Departmental HR to the Permanent Secretaries Group for consideration and inform Departmental HR whether this has been approved.

Step 2 Provide Identifier for Compulsory Redundancy

Where a Department has decided to use Compulsory Redundancy, Corporate HR (Strategic Resourcing and Workforce Planning Branch) will provide a Redundancy Identifier (for use in CHR redundancy records).

Step 3 Agree the proposed HR aspects of the Scheme

In order to finalise the arrangements for a Compulsory Redundancy Scheme, Corporate HR, DFP should confirm whether the requirements of NICS HR policy have been met, in terms of the avoidance action taken by the Department and the details of the proposed scheme. Civil Service Pensions should confirm if the proposed terms are in line with the rules of the Civil Service Compensation Scheme (NI) and agree appropriate timescales for the Scheme.