

Case studies – redundancy

Case study 1

There is a redundancy taking place in your organisation and your Managing Director has drawn up potential criteria for selection. He has asked for your views on whether these are acceptable criteria. If you judge any to be unsatisfactory suggest alternatives:

- Length of service
- Willingness to work from other locations within the Region
- Performance
- Physical strength (because the work requires a lot of manual lifting)
- Absence

Answer

Case study 2

Following collective consultation regarding redundancies you have now identified the individuals who are at risk of redundancy. You have written to all of these employees asking them to come to individual meetings to discuss the situation. One employee has written back immediately stating that he does not want to 'waste his time at such a meeting, management won't change their mind'. How should you react?

Answer

Case study 3

You are the HR manager in a manufacturing organisation and you have just returned to work after a two-week holiday to find this email in your inbox:

Gemma – you must never go on holiday again! I missed you so much. We had yet more complaints about Ann, the receptionist, so I decided to make her redundant. I have given her a redundancy letter and she is now on garden leave. In the meantime, I have advertised for a receptionist/secretary in the local paper. I thought that would be okay as it is a different job from receptionist. Hope you are okay with that.

Answer