

# **Voluntary Severance Terms**

## **Reference Guide for Managers and Directors**

October 2015

### **1. Introduction**

This guide should be read in conjunction with the full Voluntary Severance Terms document which is available on the intranet at ([Link](#)). If you have any queries throughout this process, please do not hesitate to contact your HR Business Partner.

The offer of Voluntary Severance Terms is available to all staff on permanent Contracts of Employment who meet the eligibility criteria. However, it is anticipated that not everyone that applies will be accepted and that only a small number of individuals will leave NES through Voluntary Severance.

### **2. Application Process**

The first stage of the application process is strictly confidential. This allows employees to contact HR and ask for an estimate of their entitlements. Should the individual then wish to proceed with their application for Voluntary Severance, your input as a Line Manager/Director will be required to help the Change Management Programme Board (CMPB) with the selection process.

The full application form for applying for voluntary severance is in Appendix 3 of the Voluntary Severance Terms document. You will be required to complete online Section C of the Application Form – Criteria for Assessment ([Link](#)), giving detailed evidence against each criteria for each individual member of staff in your Directorate who decides to apply for Voluntary Severance.

Section C should be discussed with the individual employee prior to being submitted to the CMPB. You may therefore find it helpful to complete the form with the individual. They may have ideas or suggestions about the potential impact on their work and on the wider team which you may find useful to incorporate.

Section C should be signed by both the Line Manager and by the Director who is a member of the Executive Team. The employee should not be advised if the application has been supported/not supported until both the Line Manager and Director have signed the form. You must also make the employee aware that the final decision will be made by the CMPB.

The Director will be requested to attend the CMPB meeting to participate in the decision making process for the applications from their Directorate. HR will contact you to make the necessary arrangements.

**Due to the restricted timescales, we ask you to ensure that Section C is completed and returned to HR by Friday 27 November 2015. This deadline will be strictly adhered to and no applications will be accepted after the deadline**

### 3. Criteria for Assessment

The criteria for assessment and weightings are as follows:

<u>Criteria</u>	<u>Weighting</u>
Affordability	12
Impact on Service Delivery	7
In the Interests of NES	2
Individual Circumstances/Compassionate	2

Each criterion is described in detail in Appendix 3, Section C. of the Voluntary Severance Terms document along with the points which will be awarded by the CMPB following assessment. The weighted score for each criterion will be calculated by multiplying the points awarded by the weighting. A total weighted score for each employee will be calculated by adding together the weighted score for all 4 criteria. A higher score will indicate a more favourable assessment

### 4. Completion of Section C

When completing Section C it may be helpful for you to take account of the following points:

#### *Affordability*

The total cost of the early retirement / voluntary severance payable by NES should compare favourably with the total salary savings preferably within a two year period (payback period). This will be calculated by HR/Finance and will be included in Section B when it is returned to the individual. Details of the payback period will also be shared with you.

#### *Impact on Service Delivery*

You should provide as much detail as possible on whether this post is essential to the business of NES or whether the post can be deleted from the establishment. This should include consideration of the current and future requirements of the Directorate and distribution of the individuals workload. It may be possible to distribute the work of the post among the remaining members of the team, however, consideration needs to be given as to whether this would affect the grades of the remaining posts. Another option may be for the post to be backfilled by another team member and for their post to be deleted from the establishment.

Should the management decision be that the post requires to be backfilled, please provide full details of how this will be done including anticipated grade of backfill and gross annual charge for that grade. It may be that the post could be filled from the Redeployment Register. Further advice may be sought from HR regarding redeployment, grades of posts etc. In addition you may also wish to discuss any financial implications with your Management Accountant.

If the individual's post requires to be backfilled, this will affect the payback period for the individual and will have to be re-calculated by HR/Finance prior to the application being submitted to the CMPB for consideration.

#### *In the Interests of NES*

Under this criterion, consider whether it would be in NES's interest to allow this individual to leave NES through voluntary severance. Consider the time taken up through managing performance / conduct issues. Examples/evidence to support your assessment is required therefore you may wish to contact your HR Business Partner for guidance.

This information will be shared with the individual, however, it is worth noting that this is not about apportioning blame, but a recognition of management time taken up in investigating, managing, resolving employee relations issues. As the employee has made the application for voluntary severance, taking these issues into account is not being held against the employee – they will act in the employee's favour

#### *Individual Circumstances/Compassionate*

Under this criterion, consider the individual's personal circumstances e.g. health issues, work life balance etc. This can also include, for example, if they wish to return to full-time education, voluntary/charity work that they may wish to embark on, their wish to change career direction etc. Again reasons and evidence to support your assessment are required. You may wish to discuss the completion of this section with your HR Business Partner.

### **5. Supporting the Application**

You are asked to indicate whether you support the application or not and to give reasons. As previously mentioned the employee should not be advised if the application has been supported/not supported until both the Line Manager and Director have signed the form. You must also make the employee aware that the final decision on whether the individual will be released through voluntary severance rests with the CMPB.

### **6. Further Assistance**

If you have any queries regarding the completion of Section C of the Application Form please contact your HR Business Partner in the first instance