

ACAS Guidance

Selecting employees for redundancy

Employers should consult affected employees over this issue. They should try wherever possible to use objective criteria, precisely defined and capable of being applied in an independent way, when selecting employees for redundancy. This is to ensure that they are not selected unfairly.

The chosen criteria must be consistently applied and be objective, fair and consistent. Basing any selection on skills or qualification will help to keep a balanced workforce appropriate to the organisation's future needs. Employers should also establish an appeals procedure.

Examples of such criteria:

- attendance record (you should ensure this is fully accurate and that reasons for and extent of absence are known)
- disciplinary record (you should ensure this is fully accurate)
- skills or experience
- standard of work performance
- aptitude for work

Formal qualifications and advance skills should be considered, but not in isolation.