THE UNIVERSITY of EDINBURGH

A Guide to Employment Separation

September 2021 v3.0

Contents

Introduction

This guidance document is written to support the Employment Separation processes within the University of Edinburgh. Employment separation processes are those that relate to employees leaving the university through resignation; terminations; internal transfers to a non-advertised post; retirement; the end of a fixed term contract or secondments; TUPE out; or are subject to involuntary severance.

The guidance is written by stage in the process and with the key roles involved in the process in mind. The responsibilities of a Line Manager, and School or Department Administrator may vary in this process between Colleges, Schools and Professional Service Group Departments. Line Managers should contact their local support team to understand the process and responsibilities within their own area.

For example, a School or Department Administrator could be performing tasks in the process of a Line Manager and where there is overlap, this is shown.

Glossary

P&M	People and Money
Redundancy	Redundancy is a form of termination of employment, which results from the need to reduce the workforce. Reasons for this could include: - the job you were employed to do no longer exists. This could be because of funding restrictions, or the post was created for a particular time-restricted project. - the area in which you work is restructuring or closing down.
End of Fixed Term contract	A form of termination of employment, when there is the non-renewal of a Fixed Term contract. The University outlines the valid, justifiable and acceptable reasons for the use of fixed-term contracts in the document on Fixed Term Reason Codes
RTI	Real Time Information – the process where Payroll reports PAYE to HMRC each time they pay their employees, rather than annually.
TUPE Out	The termination of employees who transfer from the University to another organisation under TUPE (Transfer of Undertakings) regulations.

End to End Process Map

Please see the end to end process map for employment separation.

Key Roles

Role	Description
Employee	All employees of the University
Line manager (LM)	All members of staff that have direct or matrix style management responsibilities for other members of university staff. Only direct line manages can undertake these processes.
School/ Department Administrator (SDA)	School/Department Administrators provide support to line manager and employees in their School/Department.
HR Advisor	HR Advisors and Heads of HR supporting managers with employee relations issues and provide professional HR advice
HR Operations (HR Operations)	The HR Operations team are responsible for providing an effective and efficient HR service to employees and managers. They process transactions using People and Money e.g. terminations
HR systems	HR Systems Administrators are the designated super users of the People and Money system.
Employee Relations & Employment Policy team	HR specialist team who deal with Employee Relations and update and communicate changes to HR polices. They are involved in the redundancy process producing and analysing data for the SCCRA (Standing Consultative Committee for Redundancy Avoidance). They also oversee any legislative reporting.
Payroll	Payroll team members will carry out appropriate actions when an employee leaves the university.
Pensions	Pensions team members will carry out appropriate actions when an employee leaves the university. The Pensions Office is responsible for administering the University of Edinburgh Staff Benefits Scheme, and for providing information on other pension schemes.
Occupational Health (OH) professionals	The University's Occupational Health Service professionals provide an independent, impartial and confidential service to benefit University employees and managers with regard to health concerns or issues. They assess referrals for ill health retirement according to the requirements for ill health retiral as indicated by the pension provider. They decide if support for ill health retirement can be given.

Employee Separation

Before you start

Familiarise yourself with the Leaving the University page which contains information for managers and employees about resigning or retiring from the University. The Pensions page provide details on the university's pension schemes and retirement. The Occupational Health pages provide details for staff on referrals, occupational ill health reporting and other aspects of support in relation to general health, mental health and travel health.

The date of termination is their last day of employment, which is not necessarily the last working day as they may be taking outstanding annual leave before they leave the University.

The annual leave policy explains how annual leave entitlement is calculated for leavers. Until Phase 2,SDAs/LMs need to provide the balance in the comments section so that HR Operations know what to enter into legacy system. From P2 SDAs/LM will no longer be required to do this. From Phase 2, People and Money will automatically calculate the remaining annual leave entitlement once the leave date has been entered. From Phase 2, any annual leave not taken before the leaving date will **automatically be paid**. It is vital that all annual leave taken in the year is entered in the system. Here is the Guidance document for Annual leave.

If users have any queries about a stage in this process, they should Search My Knowledge for support in the first instance. Follow the P&M user guide 'How to search my knowledge'. If they cannot find the information they need they should raise a service request, following the P&M user guide 'How to raise and maintain a service request enquiry'

Correspondence and Checklists

Employees, Line Managers and School/ Department administrators receive different leaver checklists via People and Money. Further information about the types of leaver checklists and correspondence, when they are sent and to whom, can be found in the Appendix to the How to Process Terminations guide.

If the employee who is leaving (or transferring) does not have access to People and Money, a line manager should provide a copy of the leavers checklists from the leaving the university webpages.

The employee will receive tailored correspondence automatically generated from People and Money, dependant on the action reason selected. For example, Resignation, the employee receives an 'acceptance of resignation' letter; End of Fixed Term contract, the employee will receive a 'confirmation of fixed term contract ending' letter. Local areas **should not** be sending out additional correspondence. If the employee leaving does not have access to their work email a line manager should provide a copy of the acceptance of resignation letter/confirmation of contract end date letter which will be automatically saved to the employee's SharePoint employee file once the termination has been approved by HR Operations. Local School/Department Administrators will be able to provide line managers with a copy of this letter.

Step 1 - Resignation

The standard process followed when an employee resigns or retires from the University. This is an offline step in the process.

Role	Employee	Line Manager	School/Department Administrator (SDA)
Process	1) Employees will provide written confirmation of their resignation and the notice period based on their conditions of service. Employee intending to retire will contact the pensions team 3 months' before their planned retirement date. If the employee has more than one post at the University, they should confirm which post(s) they are leaving. 2) Discuss and agree last day of employment (which could include weekend) and when any outstanding leave will be taken. Request annual leave in People and Money If transferring to another post within the	3) Line manager receives written confirmation of resignation from employee 4) Confirm with the employee if they are leaving the post (and remaining with the university) or leaving the university 5) Discuss and agree final working day and when any outstanding leave will be taken. Calculate outstanding annual leave using the annual leave calculator. 6) Approve any agreed annual leave in People and Money to ensure the employee's final salary payment is accurate. If the employee is leaving your team to take on another assignment at the University (transferring) **DO NOT** process this as a termination, instead contact HR Operations to let them know about the transfer. Typically, the school or department where the employee is taking up the new post will process the transfer as part of the recruitment and onboarding process.	3) SDA receives written confirmation of resignation from employee (or from LM on behalf of employee). Follow the steps in the SDA checklist, namely: • Inform manager (by email). Await for confirmation from the manager and others who may need to be made aware. (e.g. if they are on a grant notify the grant teams) • Liaise with the line manager to confirm the employee's annual leave balance. Calculate outstanding annual leave using the annual leave calculator. • Let your local facilities team know that the employee is leaving so that they can carry out local processes such as office/desk allocation or removal of swipe card access. • Ensure your local IT team is aware the employee is leaving so that equipment is returned and re-allocated. • Make sure your local digital/web team(s) is aware the employee is leaving so that information on web pages, intranets and access to social media accounts can be updated.

	University, need to confirm first day in new post. Work schedule changes would be picked up in the transfer process An automated Acceptance of Resignation letter goes to employee when termination is approved and a leavers checklist will also be provisioned through People and Money.		• If applicable, ensure your finance or research office is made aware the employee is leaving. • If the employee is in receipt of a staff scholarship please inform the appropriate contacts. If the employee is leaving your school/dept. to take on another assignment at the University (transferring) **DO NOT** process this as a termination.
Supporting Information P45's and final payslip – Payroll will send these to the home address of the person leaving. Please ensure that the leaver has up to date contact details on People and Money before they leave. Employees should follow the 'How to enter contact details into the system' P&M user guide.			

Step 2 - Termination

The process of HR Operations being notified of a termination and then terminating the assignment record on People and Money. This includes recording the date of termination, reasons for termination, and any pay adjustments. The date of termination is their last day of employment, which is not necessarily the last working day as they may be taking outstanding annual leave before they leave the University.

If the employee leaving is a Line manager, their LM must decide who will take over the management responsibilities of the leaver and agree this with all parties. (Offline discussion). If the employee leaving is a manager, then the Line manager or SDA should confirm who the new line manager would be by adding detail to the comments section of the Termination screen. HR Operations will populate HESA leaving information against the employee record. This process group also includes the automatic issuing of tailored correspondence to the employee, triggered by the termination action reason and the automatic issuing of leaver checklists (triggered by termination action) to employees, line managers and other relevant parties.

If the person leaving is on an annualised or fractional leave contract, please specify contract type in comments and where it is an annualised contract provide outstanding leave and the number of weeks worked up to the termination date. Where the contract is fractional - provide number of hours worked up to the termination date.

To be used for all terminations including: Resignation, including retirement, ill health, Dismissal, including capability, ill health, conduct, Others, including end of fixed term contracts, redundancy, J & D code, death In service, mutually agreed terminations, Cancellation of hire

<table>
<tr><th>Role</th><th>Line Manager</th><th>School/Department Administrator (SDA)</th></tr>
<tr><td>Process</td><td colspan="2">If the employee leaving is a Line manager, their LM must decide who will take over the management responsibilities of the leaver and agree this with all parties. (Offline). They should provide the following information in the comments section of the Termination screen. For each of the leaver’s direct reports, who will take over line management responsibility and when. Note that a leaver may take annual leave before their official leaving date, so LM arrangements may need to be in place before their official termination date, in which case the Line manager could follow the How to change manager user guide

The LM or SDA follows the How to process terminations user guide

Upload resignation letter to Document of Record (DoR).</td></tr>
<tr><td colspan="3">Supporting Information
How to process terminations
How to change manager
How to raise and maintain a service request enquiry
How to search my knowledge
How to search view and upload employee data.
HR Data Access application</td></tr>
</table>

Step 3 - Review termination and work through off line checklist

Role	HR Operations
Process	HR Operations receive termination and work through steps in the HR Operations - Terminations checklist . HR Operations should check when a termination is entered if the leaver has direct reports that have not been reassigned. HR operations should check the resignation letter to ensure the termination date is correct and check with LM or SDA if there is a difference. If any clarity required from SDA by HR Operations, they will be contacted via email communication.
Supporting Information **HR Operations - Terminations checklist**	

Step 4 - Checklists

The Appendix in the How to process termination guide outlines the checklists that are received. These are role specific for Line managers, SDAs and employees.

Role	Employee/ Line Manager/ SDA
Process	Employees, Line managers and SDA will automatically receive the appropriate checklists and should action each step in a timely manner
Supporting Information How to process terminations	

Step 5 - Arrange Exit Interview

The University offers an Exit Interview to employees if they wish to discuss reasons for leaving and provide feedback before they leave. Employees will be offered the opportunity to have an Exit Interview via a checklist item that is triggered by the termination process. An exit interview will be offered to employees leaving the University or an assignment, provided their reason for leaving is not dismissal, death in service, settlement agreement or TUPE out.

Line managers should offer their direct reports the opportunity to have an exit interview before they leave their team or the University. The manager conducting the exit interview will accurately record details of the exit interview on People and Money. The manager conducting the exit interview can be the employee's line manager, or a senior member of staff in the employee's school or department. The exit interviewer should decide an appropriate time and location for the exit interview, determine which questions will be asked, conduct the interview, review responses and propose actions (if required). At the beginning of the interview the exit interviewer will let the employee know that the information disclosed will be recorded on the system and that senior managers have access to view the information provided. Any concerning information will be brought to the attention of the Director of Professional Services (or equivalent) offline. They must make sure that the employee is aware of this and agrees to this before they proceed with the exit interview.

Role	**Line Manager**	**School/Department Administrator (SDA)**	**Employee**
Process	Line Manager receives a checklist item (which should be responded to) asking them to check whether the employee would like to have a face-to-face exit interview. Manager (or senior manager in the department) allocates checklist to be completed by both manager and employee Manager arranges the meeting (offline)		Employee will receive a checklist item (FYI) which states they should contact their manager (or other snr manager) if they wish to have a face-to-face exit interview.
Supporting Information			

Step 6 - Conduct Exit Interview

Role	Line Manager	School/Department Administrator (SDA)	Employee
Process	Manager and employee meet and complete the checklist together throughout the meeting. The manager conducting the exit interview should accurately record details of the exit interview on People and Money.		Manager and employee meet and complete the checklist together throughout the meeting.
Supporting Information			

Reverse Terminations

This process should be followed in the following situations:

- A line manager has already completed the Termination screen to instruct the termination of one of their direct reports, but due to further discussion the date of termination has changed
- A line manager has already completed the Termination screen to instruct the termination of one of their direct reports, but for a variety of reasons the employee is no longer leaving
- An employee is transferring to another post after a termination has been processed
- An employee is being extended after a termination has been processed.

In the first two instances, a line manager will initiate this process by raising a service request. In the other two, HR Operations will pick up the existing termination while carrying out other processes, and follow some steps in this process. If HR Operations need to perform a reverse termination after the payroll has run they must contact Payroll first to check that it is okay to do so.

This process will occur at regular intervals, due to the nature of late funding approvals for research specific roles.

As part of the Good Work Plan, which came into effect in April 2020, an employee who has left the university for a week or less, and is then hired into the same role should have their termination reversed so there is no break in service. They should inherit the continuous service start date from their previous employment. The continuous service/seniority start date on the assignment should be the same as the hire date, but the employee's seniority date (recorded at person level) should be the date they commenced employment in their previous role if break is less than one week.

If the employee has more than one assignment, then the reverse termination process needs to be completed for each assignment if the termination needs to be amended.

Terminations cannot be reversed once P45/RTI processes have been concluded. In that situation, employees must be processed as a rehire and they will be given a new assignment continuous service start date and a new assignment number.

Step 1 - Raise a Service request to reverse or correct a termination

Role	Line Manager	School/Department Administrator (SDA)	HR Operations	Payroll	HR Systems
Process	Line Manager raises an SR - 'Reverse or Correct a Termination' to	SDA raises an SR - 'Reverse or Correct a Termination' to request	HR Operations get in touch with the Payroll team to check whether		If needed update continuous service/seniority start

	request that a termination is reversed or corrected.	that a termination is reversed or corrected.	it is possible to proceed. If ok to proceed, HR Operations correct termination and update SR to resolve. If payroll has, run then HR Operations need to process as a rehire. Required that the continuous service/seniority start date on record needs to be corrected (termination could not be reversed) re-assign SR to HR Systems queue.		date on record – termination could not be reversed.
Supporting Information HR Operations - How to reverse or correct a termination					

Reference Requests

Reference requests include requests from prospective employers, banks, mortgage providers, letting agencies and any other finance provider looking for confirmation of an employee's salary and employment status. This process is used in any instance of a reference request being received at the University or where employees themselves require the same documentation, e.g. employees who require confirmation of employment for visa applications. To be used in any instance of a reference request being received, whether by a line manager, SDA or HR.

The University of Edinburgh (HR Operations) will provide a standard factual reference, which include only Name, Job title, start and end dates of employment. Line managers or SDAs will no longer need to complete references, unless in a personal capacity. If Line manager or SDA is approached to give a reference on behalf of an ex-employee, they should include the following wording within the reference "this reference is provided in a personal capacity and does not represent the views of the University of Edinburgh".

Completed reference requests are not required to be retained on employee record.

Step 1 - Raise Service Request

Role	**Line Manager**	**School/Department Administrator (SDA)**	**Employee**	**HR Operations**
Process	Manager, SDA or employee raises service request to instruct HR to respond to request. SR>Forms>Reference Request			Receive SR. They select the appropriate report and employee in Bi publisher. If the Word document does not fully meet the request from external organisation, amend as appropriate (off-line). Once complete convert Word document to PDF (off line). Mark SR as resolved
Supporting Information				

Ill Health retirement

Before you start

This covers the situation where an employee is resigning from the University and taking their pension as "retirement due to ill health". The Flexible retirement process is covered in the Guide to Job Changes.

This process defines the steps required when the Pensions scheme has approved the ill health retiral of an employee. You should always consult your HR advisor **prior** to undertaking this process. This process documents how HR Operations are notified of retirement due to ill health. If the pension provider declines an application for ill health retiral, the employee can appeal this decision with the pension provider. If the pension provider does not change its decision on appeal, then the University has to terminate the employee's employment as they have deemed themselves unfit to work by applying for ill health retirement.

Step 1 - Ill Health Retirement

Role	Pensions provider	UoE pensions team	Employee	HR Advisor	Occupational Health (OH) provider	Line Manager	HR Operations
Process	1) Pension scheme provider has approved ill health retiral. They notify UoE pension's team.	2) The Pensions team notify OH, the member and HR Advisor (offline) that scheme has approved ill health retiral and Pensions suggest an appropriate termination date.	3) Employee receives letter detailing scheme approval and level of benefit and advised that HR will be in touch. 5)Employee and HR Advisor/manager dealing with the case agree a termination date	4)HR Advisor notified that scheme has approved ill health retiral for employee 5)Employee and HR Advisor/manager dealing with the case agree a termination date 6) HR Advisor saves termination details in casework section of	4)OH notified that scheme has approved ill health retiral for employee	5)Employee and HR Advisor/manager dealing with the case agree a termination date	8) HR Operations pick up Service Request and action as per the termination process.

				Employee File on SharePoint (offline) 7) HR Advisor raises a Service Request (Title – Ill health Retirement) to notify HR Operations of the agreed termination date			
Supporting Information							

End of contract – Fixed Term or Open Ended contracts with time limited funding, less than 2 years' service

Before you start

This process applies to employees on fixed term contracts or open ended contracts underpinned by time limited funding with less than 2 years' service who are approaching their end date, as well as employees on secondment (internal, incoming or seconded externally) nearing the end of their secondment. It relates to actions and decisions required prior to the extension or end of a fixed term contract, funding review date or a secondment. The extension process is covered in the Guide to Job Changes and the Termination process is covered below. The Ending Fixed Term Contracts and Restricted Funding Contracts Policy also provides further information. Please see the section on Redundancy below for employees who have contracts ending with over two years' service.

Step 1 - Inform relevant parties of end of fixed term contract/open ended contract with review date or end of secondment

This applies where

- Employees on fixed term contracts due to end in five months' time (who have less than 2 years' service).
- Employees on open-ended contracts with review dates in five months' time (who have less than 2 years' service).

- Employees on secondment that are due to end in five months' time

Reports are issued to relevant people (Line Managers, SDA and HR Operations) five months before the end of contract. The recipient only receives data pertinent to their area of responsibility (i.e. HR Operations- whole organisation, School/Dept. Admin – their School or Department, Line Manager - their Direct reports). Reports are generated and distributed on a monthly basis. Line Managers need to understand the management of the fixed term contract and redundancy processes. They need to be aware of the timelines, impact on the University and impact on the employee experience if they do not extend fixed term contract on time. If a fixed term contract is not extended in time, the employee will receive an auto generated letter telling them that their employment will be terminating on x date.

The report is automatically generated detailing all employees with end dates/review dates/ secondment end dates across the University in next five months sectioned by College/PSG and then sectioned by process employee is following: J&D, < 18 months, >18 months <2 years, >2 years and end of secondment

Role	HR Operations	School/Department Administrator	Line Manager/ Budget holder
Process	HR Operations run system generated report detailing all employees with end dates/review dates / secondment end dates across the University in next five months. The report is divided up by School/ Department and sent to SDA.	SDA monitors progress offline. SDAs need to speak to research office or award paperwork/ external funders/NHS discussions/ Finance team to discuss about extensions.	Line Manager will decide whether they are going to extend or terminate contracts/secondments detailed on report. If extending an end date or review date, they will follow the contract amendment process as outlined in the Guide to Job Changes or if the contract should end then they will follow the termination process.
Supporting documentation **HR Operations - End of fixed term and redundancy processes**			

Step 2a - End of Fixed Term Contract less than 18 months

Employees on FTCs with less than 18 months service will be captured in the standard termination process. This means they will receive tailored correspondence notifying them that their contract is ending on x date along with a leavers checklist to complete before their end date is reached. Line managers will be responsible for notifying HR Operations (or School/Dept. admin) if someone on a FTC of less than 18 months needs an extension or should have their contract terminated.

Step 2b - End of Fixed Term Contract 18 months to 2 years

Fixed term contract is ending for employees with length of service between 18 months and 2 years. There could be situation that employee contract is subsequently extended in which case the employee will receive communication to advise them of the extension as part of Job Changes process. Where the contract is not being extended, the contract will end on the designated date. The line manager/SDA must use the termination app to notify HR Operation to terminate the record.

Step 2c – Employees (normally students) who are on Fixed Term Contracts with J and D codes

Where an employee is on J (Student Experience Contract) or D (Training contract) code contract the line manager will decide to either extend the contract or confirm that the contract should end on projected end date. If the contract is ending earlier than expected then line manager/SDA should complete the termination screen. HR Operations will contact the HR Advisor for guidance.

School/Dept. Admin or HR Operations will no longer send J and D code letters to employees, instead they will be auto generated by the system when HR Operations enter the termination on People and Money. Line managers will need to understand the link between J code contracts and an employee's matriculation status. Please refer to the Fixed Term Contracts Reason Codes guidance for further information.

A contract is only possible if the employee is a matriculated student in most cases. Line managers should contact their SDAs if they need access to information currently held on EUCLID system to be able to determine matriculation status of employee.

Step 2d - End of secondment

The process for recording the ending of a secondment and reverting the employee back to the pre-secondment arrangement. The below steps should be followed when a line manager knows that a secondment arrangement is ending. This could be any type of secondment: internal, incoming or employee seconded externally.

Role	Line manager	HR Operations	School/Dept. Admin	Pensions
Process	Line Manager raises Service Request – End of Secondment to instruct HR Operations to end secondment request ending	Receive SR. They will seek if clarification if required (by email). • End secondment as per service request. • Increase hours on substantive post (if appropriate).	SDA may also raise the SR to notify HR Operations They will receive a copy of all SRs, in order to complete other arrangements.	Where the Employee is seconded externally, pensions must be notified (offline). Assess any impact and follow appropriate process.

	of secondment arrangement	• End additional assignment (secondment). Ensure assignment status on substantive post is set to 'Active –Payroll eligible'. • Mark Service Request as resolved.	Assess whether local finance should be aware (any impact on invoicing or salary costings).	
Supporting documentation 'How to raise and maintain a service request enquiry'				

TUPE Out

Before you start

Processes relating to the termination of employees who transfer from the University to another organisation under TUPE (Transfer of Undertakings) regulations. It describes the activities required to be completed prior to confirming the population of employees who will TUPE transfer out of the organisation. At the University, this is most likely to occur when the Principal Investigator of a research grant resigns in order to work at another institution and staff funded by the grant move with them under TUPE.

Step 1 - TUPE out Transfer Preparation

Role	Line Manager	HR Advisor	Employee	New employer
Process	1) Discussion between manager and HR Advisor about who is in scope. Contact new employer (recipient	1) Discussion between manager and HR advisor about who is in scope. Contact new employer (recipient organisation) to confirm details 3) Updates centrally held spreadsheet (offline) and informs TUs. Enters details onto central spreadsheet –'SCCRA Restructuring Closure Situations – Live	6) Employee receives written confirmation of potential move from manager. 8) Receives formal correspondence from new employer confirming arrangements and measures.	2)HR Advisor contact new employer (offline) to confirm various details, including:-transfer date –number of employees transferring-funding sources-agreement to transfer-sponsor licence type (if any potential transferee is a skilled worker)

	organisation) to confirm details 5) Inform and consult with affected employees. Provides written confirmation of changes (as drafted by HR Advisor) to employees	Cases'. Informs Trade Unions informally (verbal discussion) 4) HR Advisor drafts correspondence (offline – using standard templates held in shared area) for manager to issue to employees, confirming changes and arrangements. 7) HR Advisor runs Employee Liability Information (ELI) report to extract the data required to be sent to recipient organisation. -Sends report to new employer electronically as a password protected file, using WinZip.		

Step 2 - TUPE out Transfer Process

In cases where significant numbers of employees are transferring (more than ten), terminations will be actioned via a data load performed by HR Systems Administrators. If any employees are on a Certificate of Sponsorship (CoS), advice should be sought at the earliest opportunity from immigration specialists before deciding whether to proceed with the process or not. A negative outcome of a TUPE out transfer for staff with a CoS may have a significant impact on this process, since the TUPE process may not be able to proceed.

Adjustments for under/over taken annual leave should not be made upon leaving as a result of a TUPE out transfer. Payroll will be notified of TUPE out transfers via reporting. If termination reason is TUPE, payroll should always override system default to pay out annual leave, as employees take annual leave days with them. Payroll should deduct any outstanding loan payments from those leaving due to TUPE in the same way as for other standard terminations. This process does not happen often, but when it does occur it needs to be completed quickly and in conjunction with external organisations, by HR advisory staff and HR Operations team members. Numbers of employees affected in each TUPE case can be as little as one or could be an entire department. Standard template letters will be available to HR Advisors in a shared area.

Role	HR Advisor	HR Operations	HR systems	Employee Line Manager School/PSG admin responsible for the area the employee works in
Process	1)Raise service request - 'TUPE transfer out – request for termination' requesting terminations (attach ELI spreadsheet) and route to HR Operations 12) Checks raw files and removes or redacts any documentation as appropriate. If employee is on CoS, seek advice from immigration team 13) HR Advisor will send files to new employer electronically as a password protected file, using WinZip.	2) If the request is for the termination of more than 10 employees, HR Operations will forward to HR systems for bulk uploading. 5) Terminate records on People and Money using offline checklist 6)Mark SR as resolved 7) System generates appropriate checklists and updates weekly leavers report for payroll and pensions. 8)Checklist items will go to: • Employee • Line Manager School/dept. admin responsible for the area the employee works in	3) Receives service request. Creates HDL template from data supplied. 4)Terminate via HDL 10) Extract Employee Files 11) Sends files to HR Advisor	9) Action checklist items offline If employee's correspondence preference is set to 'paper' then system automatically sends checklist for employee to their line manager to print off and give to employee.

		• HR Systems		

Redundancy - fixed term contracts or open ended contracts with time limited funding with over 2 years' service

This section describes the processes that should be followed in a variety of redundancy situations. Employees on fixed term contracts or open-ended contracts with time limited funding, who have 2 years' service, qualify for various entitlements. Redundancy can also occur because of organisational change.

Before you start

For line managers - Please familiarise yourself with the Redundancy Policy and the Ending Fixed Term Contracts and Restricted Funding Contracts Policy For employees at risk of redundancy please familiarise yourself with the support for staff at risk of redundancy webpages. This includes policy information, how to add your details to the Redeployment Register and other career transition support at the university.

Notification of "at risk"

This process relates to employees of fixed term contract due to end in 5 months' time and who have more than 2 years' service, or employees on open-ended contract with a review date in 5 months' time who have more than 2 years' service.

Step 1 - Review report detailing end dates and initiate conversations about end of employment with affected employees (offline)

Role	Line Manager/SDA	HR Operations
Process	1)Review report that details all employees whose contracts are coming to an end or who are on an open ended contract with a review date ending in 5 months' time and at which point they will have over 2 years' service. (offline process). 2) If the contract should be extended, the line manager should follow the	4) HR Operations select "at risk" in the drop down menu 5) HR Operations determine if an Mandatory Employer Payment (MEP) applies to employee (offline). To determine if an MEP would apply on the termination of an employee's contract, HR Operations should refer to the MEP guidance document and answer the following questions: Q1.Is reason for termination Redundancy? If no –no further action Q2.If Yes, will employee be >50 <60 at date of leaving? If no –no further action

	contract amendment process (job changes – contract amendment process). 3) If not, Line manager/ SDA sends amended report back to HR Operations by email with details of employees who are at risk 6) Manager receives notification of MEP from HR Operations (offline)	Q3.If Yes, is employee a contributing member of USS. Q4.If Yes, check MEP Spreadsheet Q5.Is employee listed. If yes –is there an MEP value? Note: If Employee is not listed, this will either be due to:–The timing of the report, i.e. the employee will have joined UoE after the MEP report was ran, or τhe employee being on an open-ended contract with no review date. In these instances, HR should contract the Pensions Department (but only if answer to questions Q1, Q2 and Q3 above is "Yes". 7) Letters are issued via 'Additional Assignment Info' 'status' field updated with 'at risk' and auto/ manual updated as appropriate. 8) At risk letter is auto generated and sent to employee, letter attached to employee SharePoint record, and SCCRA report is manually updated by HR Operations. 9) HR1 Report updated if 'at risk' correspondence issued to employees on open-ended contracts with review dates.

Step 2 – Employee receives notification that "at risk" and consultation meeting held

Role	Line manager/SDA	Employee	Pensions
Process	1) Notification of 'at risk' received 5 months before end date. At risk letter auto generated and sent to employee and copied to LM, letter attached to employee SharePoint record 4) Hold consultation meeting with employee and take any actions as a result of the meeting(Offline) 6) Manager receives notification of Mandatory Employer Payment (MEP)	1) Notification of 'at risk' received 5 months before end date. At risk letter auto generated and sent to employee and copied, letter attached to employee SharePoint record and SCCRA report auto updates 2) Employee adds their details to the Redeployment Register (should they wish). 3) Employee contacts local HR Partner (should they wish) to arrange a consultation meeting (offline) with line manager and local HR	5) Pensions establish cost of MEP for employee and confirm this back to HR Operations.

	from HR Operations (offline). They should discuss implications with the Budget Holder for their area.	partner to discuss their situation and the potential redundancy. The employee has the right to be accompanied by a Trade Union representative or workplace colleague if they wish. 4) Hold consultation meeting with line manager (offline)	
Supporting documentation **HR Operations - End of Fixed term and redundancy processes** **Support for staff at risk of redundancy** **Formal Meetings - Guidance for Handling Formal Meetings**			

Notification of redundancy

This process relates to employees of fixed term contract due to end in five months' time and who have more than 2 years' service or employees on open-ended contract with a review date in five months' time who have more than 2 years' service. If employee received auto generated 'at risk' letter, 2 months later the employee and line manager should receive an auto generated 'final notice' letter, 3 months before their end date. This is sent via P&M to the employee and copied to Line Manager.

Role	Line Manager/SDA	HR Operations
Process	1) Review report that details all employees whose contracts are coming to an end or who are on an open ended contract with a review date ending in five months' time and at which point they will have over 2 years' service. (offline process). 2) If the contract should be extended, the line manager should follow the contract amendment process as outlined in the Guide to Job Changes. If	4) HR operations select the drop down menu on Manage Employment screen to "Final notice" 5) System Automatic report generated detailing those whose length of service is > 2 years in 5 months' time and those who require combined letters 1 and 2 (excluding J and D codes) e.g. those on the original report minus those who were extended) who should receive final notice correspondence. 6) HR Operations notified when report is available (on a monthly basis) 7) Select employees who should receive automatic 'Final notice letter and update extensible drop down (EFF) to 'final notice-automatic'.

	contract is extended, the SCCRA trend analysis report data is auto updated with outcome of 'extension' 3) If not, Line manager/ SDA sends amended report back to HR Operations by email with details of employees who should receive final notice. Information is sent to HR Operations as per "How to process terminations"	8) Final redundancy letter or combined letters 1&2 auto generated and sent to manager and the employee and are attached to employee SharePoint record. SCCRA report manually updated
Supporting documentation "How to process terminations"		

Step 2 – Employee receives notification that "final redundancy" and consultation meeting held

Role	Line Manager/SDA	HR Operations	Employee
Process	1) Final redundancy letter received with notification to manager and employee. The employee MUST receive the letter at least 3 months before end date. 2) Hold consultation meeting with employee and take any actions as a result of the meeting(Offline)	6) Generate correspondence manually, update EFF 'final notice - manual' and save correspondence to employee SharePoint record 7) SCCRA trend analysis report is updated with letters issued 8) Final Notice letter for employee on Open ended contract with	1) Final redundancy letter received with notification to manager and employee. The employee MUST receive the letter at least 3 months before end date. 3) Employee, manager and local HR partner meet. The employee has the right to be accompanied by a Trade Union representative or workplace colleague if they wish.

	5) Where employee is being redeployed or contract is to be extended they would follow the appropriate process	review date is attached to email and sent to Line Manager	4) If the employee wishes to appeal the redundancy decision, they should follow the policy Ending Fixed Term Contracts and Restricted Funding Contracts Policy or the Redundancy Policy.
Supporting documentation **HR Operations - End of Fixed term and redundancy processes** **Support for staff at risk of redundancy**			

Redundancy as a result of organisational change

This section outlines the process that may apply during periods of organisational change or when a fixed term contract is ending earlier than expected, or the external funding for a role is ending earlier than expected. Further information is available in the Redundancy Policy.

HR Advisors will follow the University's policies, work closely with line managers, and then notify HR Operations of the outcome using this process.

Role	HR Advisor/ HR Partner	HR Operations	Employee Relations & Employment Policy team.
Process	1) HR Advisor following the steps outlined in the relevant policies advises HR Operations of employee status and to produce the required documentation:– • Advise HR Operations of those at risk of redundancy • Advise HR Operations of those no longer at risk of redundancy and reason e.g. redeployment	2) If employee is put at risk of redundancy this information is updated on the HR1 report. 3) HR Operations updates each employee record on People and Money and produces the relevant correspondence (e.g. contract change or new contract of employment). If HR Operations are advised that there is a termination then this follows the standard termination process. 4) Update information for SCCRA trend analysis report. (offline annual task)	8) HR1 report checked at the end of each month and as per legislation outlined in Trade Union and Labour Relations (Consolidation) Act 1992, Part IV, Chapter II, if the number of employees placed at risk is greater than 20 in the upcoming 90 days then the Redundancy Payments Service is notified. Where the number of employees placed at risk is less than 20 in the next 90 days then no further action is required (offline) 9) If the number of employees placed at risk is more than 20 in the next 90 days, the HR1 Form

	• Advise HR Operations of those who should receive final notice of redundancy • Advise HR Operations to draft new/revised contract of employment: • Notify HR Operations of termination details 5) HR Advisor prepares all correspondence in relation to restructure/organisational change involving redundancies alongside manager. 6)The correspondence is then sent to Line Manager for issue to the employee and uploaded to the SharePoint employee file, HR Advisors should follow up to ensure that all correspondence has been issued. 7) Update the SCCRA one off restructure/redundancy report. (offline)		and cover letter must be completed and sent to the Redundancy Payments Service. 10) Upload copies of HR1 form and cover letter OneDrive for Trade Union representatives to view. 11) At the end of each academic year run SCCRA trend analysis report. (Offline). 12) In December of each year the SCCRA trend analysis report is finalised and shared with relevant stakeholders.
Supporting documentation HR policies and guidance How to process terminations			

Settlement agreement preparation

This process is normally required when a resolution to a conflict is required that cannot be resolved by other means. The process is conducted entirely off system; therefore, a detailed systematic execution is not included here. High-level steps are:

- HR Advisor, employee and line manager liaise to agree on settlement agreement
- HR Advisor produces management case and seeks management approval
- HR Advisor drafts settlement agreement documentation from standard template
- Signatures sought from employee and University representatives, any amendments required are made
- Documentation saved in casework section of employee record.

Settlement agreements are legally binding contracts that waive an individual's rights to make a claim covered by the agreement to an employment tribunal or court.

- The agreement must be in writing.
- They are voluntary.
- They can be offered at any stage of an employment relationship.

The HR Advisor inputs the termination into People and Money. HR Operations process the termination. Payroll receive notification any relevant aspects of the settlement agreement. Agreements will not be attached to the termination.

Dismissal

This process details the information that is required to be submitted to HR Operations in order for them to carry out a termination due to dismissal. The decision to dismiss someone will have already been made as part of processes detailed in HR 12 Employee Support and Engagement – Case management

Role	**HR Advisor /HR Partner**	**SDA/Line manager**	**HR Operations**
Process	• HR Advisor advises line manager to proceed with requesting the termination (off line)	• SDA/Line manager completes the Termination screen to notify HR Operations.	3) HR Operations receive notification of termination and process as per guidance.
Supporting documentation “How to process terminations”			

Death in Service

The process of terminating an employee following a death in service.

This process outlines the steps that should be taken in the event of an employee's death. There should always be flexibility around this given the sensitivities of the situation. The process is conducted offline, and feeds into the standard termination process. There will be no automated checklists or correspondence to employee when the Death in Service reason is used as part of that termination process. Please note: The University's Death in Service Guidance was updated in 2019, and is the policy guidance, which is referred to in this process map. Since this work was undertaken so recently, it was not considered necessary to re-create process around this.

The process for Death in Service is conducted entirely off system; therefore, a detailed systematic execution is not included here. Further guidance is available here.

Appendices

Appendix 1 - Subsidiaries

There are three subsidiary companies, Edinburgh University Press, Edinburgh Innovations and UoE Accommodation Ltd. Below outlines the scope processes available for employment separation and a breakdown of current levels of adoption of the system across the 3 areas.

	In Scope Activities	**Out of Scope**
Employment Separation	Line Managers process terminations via self-service for approval by HR Operations in subsidiaries HR Operations in subsidiaries can submit terminations that auto- approve Line manager and employees issued leaver checklists – not specific to subsidiaries. Same as UoE templates. Exit Interview is available as checklist items that can be assigned by a line manager to the employee who is leaving.	Acceptance of resignation/Confirmation of end of Fixed Term Contract letter is not triggered for terminations in subsidiaries. Fixed Term Contract and Redundancy process Reporting

Adoption

	Edinburgh Innovations	**Edinburgh University Press**	**UoE Accommodation Ltd**
Employment Separation	Using system functionality	Using system functionality	SDA can do terminations and then follow own process