



MANAGING CHANGE POLICY

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Name:	
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MANAGING CHANGE POLICY

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Inclusion & Safeguarding statement

Our trust is committed to safeguarding and promoting welfare of children and expects staff to share this commitment.

1. SCOPE

This policy and procedure will apply to all employees (teaching and support staff) of the Academy.

2. INTRODUCTION

- 2.1 Periodically, the governing body/board of directors may need to consider changes in the Academy's staffing complement. The need for change may arise as a result of, for example but not exhaustively, budgetary constraints, curriculum requirements, demographic changes, Academy re-organisations etc.
- 2.2 Given the wide and varying nature of organisational reviews, this policy is intended to provide a framework for good practice in restructuring and re-

organisation. It is intended that these arrangements ensure that re-organisations are carried out as swiftly as possible so as to ensure the continuity and quality of service delivery.

- 2.3 The Academy is committed to the principle of avoiding or minimising compulsory redundancies wherever feasible and ensuring that alternative methods such as natural wastage and redeployment are used to manage reductions during the course of re-organisations. Re-skilling and re-training of staff will also be considered in appropriate circumstances.
- 2.4 Where there is likely to be a redundancy situation, the Academy should liaise with their financial/HR advisers at the earliest opportunity.
- 2.5 This policy provides guidance on restructuring exercises which may cover a team or a department, involve more than one department or cover the whole Academy.
- 2.6 Restructuring options may include:
- reductions in the total number of staff;
 - adjustments to staffing levels in different management and/or curriculum areas;
 - adjustments to working and/or contract hours of staff;
 - a combination of these measures.
- 2.7 This policy outlines the obligations of the Academy in these situations and offers advice on possible ways of managing change fairly and co-operatively.
- 2.8 In order to exercise its role effectively in consultations, the governing body will need to set up a committee (sometimes referred to as the first committee) to lead the process and an appeals committee (sometimes referred to as the second committee) to hear any appeals associated with the process. Governing bodies may use existing committees to undertake these roles: it is essential that members of the appeals committee have not been part of the committee leading on the re-organisation.

3. CONSULTATION REQUIREMENTS

- 3.1 Consultation is a legal requirement. Any proposal to alter the terms and conditions of staff requires consultation with staff and their representatives and there is also a requirement to consult on any proposed changes to the Academy's staffing structure. Therefore, the first step that the Governing Body may wish to take is to authorise the Principal to begin consultations on their behalf. If the Principal is affected by the potential re-organisation then the authority to consult will be delegated to a nominated Governor.

3.2 STAGE 1 - Proposals and Consultation

3.2.1 Informal Consultation – Initial Proposals

The Principal will need to prepare a business case outlining the rationale for the proposed changes and the potential impact on the Academy, including the need for any compulsory redundancies, in order to obtain approval in principle from the Governing Body.

3.2.2 In cases where the Principal has delegated responsibility to lead on the consultation process, the Principal will ensure that the relevant Governor Committee is kept informed and updated as appropriate before any final outcomes are issued.

3.3 *Formal Consultation*

3.3.1 Formal proposals should be put to the employees and trade unions, by writing to every member of staff that is affected (either directly or indirectly). This letter and the business case/consultation document will provide details of the proposals as well as an invitation to attend a formal group consultation meeting.

3.3.2 The consultation should involve all affected staff and therefore it is important to make arrangements for consulting staff who are away from the workplace (e.g. on maternity/paternity leave, long term sickness or secondments).

3.4 *Formal Consultation Document*

3.4.1 The business case/consultation document should broadly clarify:

- the reason(s) for the reorganisation and the proposed changes,
- the broad principles upon which the new structure or new work processes will be based,
- the new functions and arrangements that will remain in the proposed structure compared to existing arrangements,
- the new functions and processes that will be transferred to any partner organisations.

3.4.2 In the case of a whole-Academy restructuring, if some parts of the structure remain unchanged this should be indicated at the earliest possible stage and this part of the structure excluded from the reorganisation.

3.4.3 Consideration will need to be given as to how the reorganisation will be phased, managed and implemented, whilst ensuring the appropriate input of all those concerned and a consistency of outcomes.

- 3.4.4 If it is envisaged that there will be a reduction in the number of posts as a result of the re-organisation then this will constitute a potential redundancy situation and the Academy will follow the process outlined in paragraph 7.

3.5 STAGE 2 – Assimilation (Slot-In) Process

- 3.5.1 The arrangements to deal with assimilation to each re-organisation will be tailored to meet the circumstances and will be proposed to and discussed with the relevant individuals and Trade Unions as part of the consultation process.
- 3.5.2 Where re-organisations are taking place jointly with partners, for example a federated Academy, where posts in both organisations are affected and potentially displaced by the changes, the assimilation process will need to be negotiated with the partner.
- 3.5.3 Where there is a need for a reduction in the number of staff, the Principal should firstly consider whether the required reductions can be made without the need for compulsory redundancies i.e. through: voluntary redundancy, natural wastage, recruitment freezes, reductions in overtime, agreed changes to part-time working and cessation of temporary workers.
- 3.5.4 In such circumstances, and before any agreements with individuals are reached, consideration must be given to all costs involved, including any on-going pension costs; and the knowledge, skills and experience required for the Academy after the changes have been implemented.

4. DEFINING THE RING FENCE & ACCESS TO NEW POSTS

- 4.1 As a first step it will be necessary to identify the relevant pool of staff who are affected by any re-organisation. Only staff within the ring-fenced group will be eligible to be assimilated to posts in the new structure, i.e. if the employee's substantive post is being deleted as part of the re-organisation.
- 4.2 Once staff have been identified, the trade unions will be consulted on the ring fence, the assimilation process and the selection criteria.
- 4.3 The staff concerned will also then need to be informed of the ring fencing, assimilation and selection process.
- 4.4 In determining the ring fence and for assimilation purposes, staff acting up or seconded will be treated on the basis of their **substantive** post. Temporary employees or permanent staff covering posts temporarily will normally be excluded from the ring fence.

5. JOB MATCHING

- 5.1 To decide which of the following processes apply, the Principal will need to carry out a "matching" exercise, in conjunction with HR, between the functions and responsibilities attached to the current substantive posts and those in the proposed structure.

This match will be based on the contents of the most up to date job descriptions, together with duties currently carried out by the post-holder.

- 5.2 For 'direct assimilation' (i.e. a match of at least 80%) subject to sufficient numbers of posts being available, appointments may normally be assumed. Where assimilation is assumed, a structural discussion may be undertaken with the individual to explore the areas of work and any new person specification requirements and how these may be addressed. In all other cases, appointments cannot necessarily be assumed since there will be a full assessment against the person specification criteria for the new roles.
- 5.3 Except in cases of direct assimilation all appointments to the new structure will be made in accordance with the principles of the Academy's Recruitment and Selection Policy and Procedure
- 5.4 Occupational tests, designed to take account of those skills or competencies identified in the new person specification, may in some cases be used to assess either current abilities or potential.

6. LEVELS OF JOB-MATCHING

6.1 Match of 80% or more ("No fundamental change")

- 6.1.1 Direct assimilation will be considered first and is applicable where there is "no fundamental change" in the job content or function from a post in the previous structure and where there are the same number or fewer employees for each post.
- 6.1.2 "No fundamental change" will be on the basis that there is a significant match i.e. '80% or more' match. In cases of direct assimilation support staff may have access to jobs up to two grades higher.
- 6.1.3 Where direct assimilation is proposed to a role with changes to the person specification, there will be an interview and an assessment of the extent to which the employee matches the person specification with a view to identifying development needs. Nevertheless, the employee is assimilated into the post as explained above.
- 6.1.4 Where there are more "80% matched" current post-holders than there are posts within the new organisation, there will be competitive ring-fenced interviews, with staff applying for jobs, setting out how they meet the person specification.
- 6.1.5 Employees assimilated into a role on the basis of an 80% or higher match are not subject to the normal probation procedure in their new role.

6.2 Matches of 50% up to 80%

- 6.2.1 Where direct assimilation is not possible because there is no match of 80% between existing and new roles, staff will be asked to submit an application, setting out how they meet the person specification criteria. Support staff may apply as part of a ring fence process for a job up to two grades higher than their existing job if there is a match of at least 50% between their current and new roles. They will then be interviewed as to their suitability, based on the person specification for the new posts. As employees will be required to meet the person specification criteria, appointment cannot be assumed.

Support staff successfully applying for positions following a 50-80% match are subject to the normal probation procedure in their new role

Teachers, as part of a ring fence process, if there is a match of at least 50% between their current and new roles (provided there is no one with a 80%+ match), will be interviewed as to their suitability, based on the person specification for the new posts. As employees will be required to meet the person specification criteria, appointment cannot be assumed.

6.3 Matches of up to 50%

6.3.1 Where there is a match of less than 50% between current and new roles, employees affected by the proposed change may apply as part of a ring fence process for a job up to one grade higher than their existing grade.

6.3.2 Support staff successfully applying for positions after a match of less than 50% are subject to the normal probation procedure in their new role.

6.4 Adjudication

6.4.1 The Principal shall offer individual consultation meetings to affected staff to discuss the proposals and listen to their views. It is for the employee to decide whether they wish to attend, and they may opt to be accompanied by a work colleague or a trade union representative. The Principal may wish to be supported by a HR representative at any formal consultation meeting.

6.4.2 The trade unions and staff affected by the proposed changes must be given reasonable time in which to respond to the proposals during the consultation period.

6.4.3 The elected governor committee must consider any formal representations put forward by affected staff/trade unions before providing the final outcome in writing along with the rationale behind the decision reached. Formal representations may be submitted in writing and/or in person to the elected governor committee.

6.4.4 Where there is an ongoing dispute regarding the match, a governor appeal panel will be set up, consisting of 3 impartial governors (supported by a representative of the Academy's HR service provider), to consider any formal appeals. The appeal panel's decision will be final.

7. REDUNDANCY SITUATIONS

7.1 There may be situations where there is a need for a more straightforward reduction in employee numbers. For example:

- A decision to reduce a particular team, resulting in some of the jobs in that team ceasing to exist.
- Improvements in efficiency that result in a reduced need for jobs of a particular type.

7.2 Job descriptions and person specifications should be reviewed to determine if there are any changes.

7.3 Definition of Redundancy

- 7.3.1 The need to carry out consultation procedures and eligibility for statutory payments depends on whether there is a case of redundancy as defined by legislation. It is therefore helpful to know the statutory definition of redundancy when considering the possibility of staff reductions.
- 7.3.2 A person can be regarded as dismissed on grounds of redundancy if his or her dismissal is attributable wholly or mainly to:
- (a) the fact that his or her employer has ceased or intends ceasing to carry on the business for the purposes of which the employee was employed by him/her, or has ceased or intends to cease, to carry on that business in the place where the employee was so employed; or
 - (b) the fact that the requirements of that business for employees to carry out work of a particular kind, or for employees to carry out work of a particular kind in a place where the employee was so employed, have ceased or diminished or are expected to cease or diminish.
- 7.3.3 A redundancy may arise, for example, through Academy closure or amalgamation, changes in the organisation or through changes in the financial position for demographic or other reasons. There may also be a reduced demand for particular kinds of jobs so that although the total number of people employed at the Academy is the same there is a reduced demand for people to carry out work of that particular kind.
- 7.3.4 If a deleted post remains in the new structure, this does not constitute a genuine redundancy situation.

7.4 Redundancy Consultation

- 7.4.1 Responsibility for consultation with the recognised professional associations and trade unions lies with the governing body. Governors may delegate the responsibility for leading the consultation process to the Principal. However, in all cases Academies are advised to consult their HR provider to receive advice and support in applying the consultation procedure.
- 7.4.2 Alternative suggestions made by the Trade Unions/Professional Associations will be given serious consideration and will be responded to in writing. The objective should be to reach agreement wherever possible.
- 7.4.3 Governing bodies should allow as long a period as possible for the consultation, planning and implementation processes. This applies particularly in the case of teachers in view of the fixed teacher termination dates.
- 7.4.4 Governing bodies should ensure that they have adequate arrangements for:

- (a) making and implementing detailed decisions, including the necessary consultations, identification and selection of individual members of staff to be declared surplus to the Academy's requirements.
- (b) hearing representations from individual members of staff who may be aggrieved by any decision reached in relation to their selection or non-selection or any other aspects relevant to the process.

7.4.5 Responsibility for the detailed consultation and implementation, including initial representations from individual members of staff, should be delegated to a committee with responsibility for personnel. A separate appeals committee will need to be established for hearing appeals from individual members of staff.

7.4.6 Formal written notification must be sent to the senior representatives of the recognised Trade Unions and Professional Associations covering the following topics:

7.4.7 You must provide written details of:

- the reasons for redundancies
- the numbers and categories of employees involved
- the numbers of employees in each category
- how you plan to select employees for redundancy
- how you'll carry out redundancies
- how you'll work out redundancy payments

7.4.8 The Academy will offer to meet with the Trade Unions officials to discuss the implications involved:

- inform them of the proposals at a high level;
- to discuss any available options to avoid or minimise the need for compulsory redundancies; and
- to outline the assistance which will be available to staff in finding alternative employment.

7.4.9 The Principal will offer individual consultation meetings for affected members of staff to discuss the impact on terms and conditions of employment as well as any applicable options that may be available.

7.4.10 The recognised Trade Unions should be invited to attend any group consultation meeting with staff and affected staff may opt to be accompanied at formal individual consultation meetings by a work colleague or Trade Union representative. The Principal may opt to be supported by a HR representative throughout the process.

7.5 Timing of consultation

7.5 1 Consultation should commence as soon as it is known that reductions affecting staff may be required (and prior to any selection of individuals), whether or not it is possible they may be achieved by measures other than redundancy, with a view to reaching agreement with the recognised professional associations and trade unions on these matters.

7.5.2 Consultation discussions should include possible means to avoid compulsory redundancy dismissals, reducing the number of employees to be dismissed and/or mitigating the consequences of the dismissals.

7.5.3 The minimum statutory periods for consultation before the first redundancy dismissal takes effect are:

Numbers of staff likely to be made redundant	Minimum Consultation period
20 and under 100	30 calendar days
100 or more	45 calendar days

7.5.4 However, Governing Bodies are urged to begin consultation as soon as it is identified that there exists the possibility of a redundancy situation.

7.5.5 Although there is no statutory obligation to consult with employee representatives where there are fewer than 20 redundancies in an establishment, it is recommended that a minimum of 14 calendar days be allowed for consultation, where fewer than 20 employees are involved, before the first redundancy takes effect.

7.5.6 For the purposes of consultation, the Academy must disclose, in writing:

- i) the reasons for the proposed redundancies;
- ii) the numbers and descriptions of staff involved;
- iii) the total number of staff of that description employed at the Academy;
- iv) the proposed method of selecting staff to be dismissed;
- v) the proposed dismissal procedure including the period over which the redundancies will take effect.
- vi) the proposed method of calculating redundancy payments if the statutory maximum is exceeded; (This will include disclosure of any adopted policy to base the redundancy payment on less than the actual salary.
- vii) consideration of ways of avoiding or reducing the number of dismissals;
- viii) examination of ways of mitigating the consequences of the dismissals. (See para 6)

7.5.7 The above notice must be issued to the Academy representative of each recognised teacher association and support staff unions in the Academy and the appropriate local representative of each recognised Trade Union and Professional Associations in the Academy.

7.5.8 Governing bodies are strongly recommended to seek advice and assistance from their HR service provider on any occasion that it appears that staffing reductions may have to be made.

7.6 Possible Courses of Action to Achieve Staffing Changes

7.6.1 The Governing Body will seek to avoid compulsory redundancies wherever possible. Such action should be taken only after all other options have been considered fully.

7.6.2 Options that may be considered initially include:

- adjustments to staffing levels by natural wastage;
- termination or non-renewal of genuine fixed-term contracts
- voluntary job-sharing arrangements
- termination or non-renewal of agency, casual and supply workers' contracts;
- redeployment and/or retraining to other suitable work within the Academy or to another academy within the Trust;
- voluntary redundancy
- early retirement (subject to affordability for Teachers);
- phased/flexible retirement;
- voluntary changes to the contract, such as reduction in hours;

7.6.3 NB: Where staff accept redeployment within the Academy, they will be given an appropriate trial period in the new post (up to 4 weeks). If, following the provision of reasonable training and support, a redeployment arrangement is subsequently deemed to be unsuccessful, the employee may remain at risk of redundancy.

7.7 Selection criteria

7.7.1 Where all alternatives to compulsory redundancy have been explored and exhausted but the reductions cannot be achieved fully without staff being displaced, objective selection criteria will need to be established in order to determine which posts should be declared as surplus to the Academy's requirements.

7.7.2 In determining the selection criteria, the selection pool can shape the future composition of the workforce in terms of age, race, sex, disability, skills and working arrangements (e.g. full-time or part-time).

7.7.3 As the question of who to select for redundancy is a major item on which employers have to consult employee representatives, The Academy should be clear as to the selection process they intend to use so that this can be discussed as part of the consultation process.

7.7.4 Therefore, the selection criteria must be:

- Explicit and published to the recognised trade unions and affected staff as a whole;
- Clear, reasonable, fair, objective and precisely defined;
- Non –discriminatory (whether directly or indirectly) on the grounds of gender, marital status, race, national or ethnic origins, religion, disability, age, part-time status, sexual orientation or trade union activity. This may occur when a provision, criterion or practice is applied with which a considerably smaller proportion of the group in question could comply and this cannot be justified;
- In accordance with the curricular and organisational needs of the Academy as set out in the Academy Development Plan;
- Designed to avoid prejudicing the employee’s future employment prospects. Accordingly, the Governors will maintain a clear and separate distinction between redundancy selection criteria and sickness absence, discipline and capability issues.

7.7.5 This will enable the Principal/Governor Committees to:

- identify individual members of staff for redundancy in accordance with the agreed objective selection criteria;
- notify those staff in writing that their posts have been identified as potentially redundant;
- give those staff and their representatives the opportunity to appear before the elected governor committee to make representations about the identification of their posts;
- consider the representations made and notify the member(s) of staff of its final decision.

7.7.6 No public or Academy wide announcements shall be made until all affected individual employees have been informed.

7.7.8 Following selection for redundancy, staff affected will be afforded reasonable paid time off to find alternative work or to make arrangements for retraining. The Academy should support staff in finding alternative work (whether via the redeployment or otherwise).

7.8 Appeals

7.8.1 A member of staff may appeal to a separate committee of the governing body where (s)he remains dissatisfied with the decision affecting his/her post.

8. RENEWAL AND RE-ENGAGEMENT

8.1 If any Academy is considering this action, they should contact their HR service provider.

8.2 If the contract is renewed or the employee is re-engaged, then the effect of continuity for statutory rights will be as follows:

- Any ‘break’ of up to 4 weeks between the ending of the original employment and the re-engagement by the same employer will count for redundancy purposes and may count for other statutory purposes depending on its length

and whether it is covered by the provisions set out in s.212 Employment Rights Act 1996 (ERA), e.g. absence caused by a temporary cessation of work.

- Employees re-engaged within 4 weeks by another employer covered by the Modification Order 1999 will have continuity for redundancy but not for any other statutory rights and will not therefore be entitled to a redundancy payment.
- The 'trial period' will count towards continuity for all statutory employment rights.
- Under s.214 ERA 1996, receipt of a redundancy payment will break continuity for future redundancy payment purposes but not necessarily for other purposes.

8.3 Conditions of service benefits

8.3.1 The effect of any break in service will depend on the scheme of conditions in question, the reason for and the length of the break.

9. ISSUE OF NOTICES OF DISMISSAL OR CHANGE

9.1 The Trust is responsible for issuing the notices of dismissal or change of contractual terms to staff however, the Trust may request that the HR Provider issues such notices on their behalf.

9.2 Immediately after a formal decision has been reached by the governing body to declare any staff surplus or to make any change affecting their terms and conditions, the Board of Directors should be informed in writing of the reasons for the change, given full details of the staff affected, the date upon which the reductions are to take effect, and details of any severance terms which have been agreed.

9.3 The formal notification is of course in addition to the consultations which will have been taking place throughout the whole procedure.

9.4 Governing bodies are reminded that the timing of the reductions may be dependent upon the period of notice that staff are entitled to receive (up to a maximum of 12 weeks).

9.5 If, following the issuing of dismissal notices, the Academy is able to find appropriate ways of avoiding the redundancy the Governing Body should adopt such measures and withdraw the dismissal notice.

10. PAYMENTS

10.1 Staff who are made redundant may be entitled to one of the following payments:

- a redundancy payment; or
- a redundancy payment plus premature retirement compensation;

10.2 In all cases, reference to continuous service includes service with other education and local authorities and certain other areas of public service covered by the Redundancy Payments Modification Order, where individuals have not previously received a redundancy payment.

10.3 Redundancy Payments

10.3.1 Staff are entitled to a redundancy payment if they have at least two years' continuous service on or before their last day of service. The redundancy payment is calculated as follows: -

- One and a half weeks' pay for every year of employment in which the employee was 41 years of age and over.
- One week's pay for every year in which the employee was aged 22 years and under 41 years.
- Half week's pay for every other year of employment from age 18 but under 22 years.
- 20 years' employment is the maximum period in respect of which a redundancy payment is payable.

10.3.2 In calculating redundancy payments for support staff, redundancy payment will be based on the statutory maximum cap.

10.3.4 The calculation of weekly pay for teachers will be based on their actual earnings.

10.3.5 The matrix for calculating the number of weeks of pay in individual cases is shown in Appendix 1.

10.4 Premature Retirement Benefits

10.4.1 Support staff who are 55 years of age or over on the date that redundancy takes effect may also be eligible for lump sum and annual compensation in addition to the redundancy payment.

10.4.2 Further details on this and other times when you can retire can be found on the LGPS website. Guidance for Teachers Pensions is available from the Teachers' Pensions website.

11. RESPONSIBILITY FOR COSTS

11.1 Governing Bodies must consider the way in which they intend to fund any potential redundancies and ongoing pension costs before reaching a decision.

12. CHANGES TO EXISTING CONTRACTS OF EMPLOYMENT

12.1 The requirement for statutory consultation has been extended to cover proposals which would lead to a change in the terms and conditions of existing staff, such as a reduction in hours or changes to existing working arrangements.

The requirements would be the same as in the case of redundancies but in such cases Governing Bodies must make it clear explicitly that:

- A redundancy situation does not exist; and
- If any dismissals take place as a result of consultation, redundancy payments would not be payable.

12.2 The Academy will also need to consult with individual members of staff and seek their agreement to the proposed change. Any member of staff to whom the change would be unacceptable would have the right to make representations and to appeal to the appropriate committees of the Governing Body.

12.3 Governing Bodies are reminded that staff are entitled to receive statutory notice of changes to their contracts of employment once they have been agreed. This requirement can be critical to the timing of the changes, particularly in the case of the fixed notice dates for teachers, and longer serving staff whose statutory notice period could be as much as 12 weeks.

12.4 Governing Bodies should seek advice, at an early stage, from your HR provider on the processes for changing existing contracts of employment.

APPENDIX 1: REDUNDANCY PAYMENTS

Number of Weeks Pay

Continuous Service (Years)																			
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18 ¹	1																		
19	1	1½																	
20	1	1½	2																
21	1	1½	2	2½															
22	1	1½	2	2½	3														
23	1½	2	2½	3	3½	4													
24	2	2½	3	3½	4	4½	5												
25	2	3	3½	4	4½	5	5½	6											
26	2	3	4	4½	5	5½	6	6½	7										
27	2	3	4	5	5½	6	6½	7	7½	8									
28	2	3	4	5	6	6½	7	7½	8	8½	9								
29	2	3	4	5	6	7	7½	8	8½	9	9½	10							
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11						
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12					
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13				
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14			
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15		
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½

¹ It is possible that an individual could start to build up continuous service before age 16, but this is likely to be rare, and therefore the table starts from age 18.

Continuous Service (Years)																			
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61 ²	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

² The same figures should be used when calculating the redundancy payment for a person aged 61 and above.

