APPENDIX 22B – EMPLOYERS’ HANDBOOK *(Remove comments in red.)*

**Sample Redundancy Selection Matrix**

Note - this sample is intended as a guide only and should be adapted to your company's circumstances

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Attendance Record | weighting | Time-keeping Record | weighting | Disciplinary Record | weighting | Performance in present job | weighting | Flexibility/ Adaptability | weighting | Skills/ Compet-encies | weighting | Total |
| Employee name 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee name 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |

See next page for scoring definitions

**SCORING DEFINITIONS**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Attendance** |  | 0 | very high number of days absence | | | | | | | | | |
|  |  | 1 | high number of absences/unexplained absence/regular short periods of absence | | | | | | | | | |
|  |  | 2 | some absence | | | | | | | | | |
|  |  | 3 | very few absences - with substantiated reasons | | | | | | | | | |
|  |  | 4 | minimal absence - substantiated reason always provided | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Timekeeping** |  | 0 | very poor timekeeping | | | | | | | | | |
|  |  | 1 | frequent lateness | | | | | | | | | |
|  |  | 2 | some examples of lateness | | | | | | | | | |
|  |  | 3 | few examples of lateness and reasonable explanation provided | | | | | | | | | |
|  |  | 4 | excellent timekeeping | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Disciplinary** |  | 0 | final written warning | | | | | | | | | |
|  |  | 1 | first written warning | | | | | | | | | |
|  |  | 2 | verbal warning | | | | | | | | | |
|  |  | 3 | informal disciplinary discussion | | | | | | | | | |
|  |  | 4 | no disciplinary record | | | | | | | | | |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Performance** |  | 0 | unsatisfactory | | | | | | | | | |
|  |  | 1 | performance fails to meet objectives | | | | | | | | | |
|  |  | 2 | performance meets most of the objectives | | | | | | | | | |
|  |  | 3 | performance meets all of the objectives of the role | | | | | | | | | |
|  |  | 4 | performance consistently exceeds the required standard | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Flexibility/Adaptability** |  | 0 | no competence beyond immediate role | | | | | | | | | |
|  |  | 1 | limited competence beyond immediate role | | | | | | | | | |
|  |  | 2 | able to provide some assistance in other areas | | | | | | | | | |
|  |  | 3 | multi-skilled and able to provide regular support beyond own role | | | | | | | | | |
|  |  | 4 | fully competent, multi-skilled and able to take on a range of different roles | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Skills/Competencies** |  | 0 | poor skills in current role - unable to perform effectively and close supervision required | | | | | | | | | |
|  |  | 1 | limited skills in current role and unable to operate without close supervision | | | | | | | | | |
|  |  | 2 | competent in most aspects of current role but requires some supervision | | | | | | | | | |
|  |  | 3 | fully skilled in current role and able to operate without supervision | | | | | | | | | |
|  |  | 4 | fully skilled in current role, role model and source of advice for others | | | | | | | | | |