

RESTRUCTURING POLICY – CORPORATE FUNCTIONS

Positioning Statement

This policy should be used for all restructures in Yell Corporate. Yell has consulted with Yell's Trade Unions who are in agreement with this policy.

This policy will ensure that anyone whose job becomes surplus to requirements will be treated consistently, fairly and in line with Yell's values and Equal Opportunities Code of Practice.

Roles & Responsibilities

Line Managers will;

- ensure that Yell's commitment to individuals is maintained through their line management duty eg – provision of up to date APR / quarterly review documentation
- ensure the appropriate level and timescales of consultation and communication with impacted individuals
- treat their people fairly and in line with the agreed restructuring process

Individuals will;

- work with their Line Manager to establish best fit
- participate openly and constructively in the consultation process

Unions will;

- support the most effective management of change for Yell and individual

HR will;

- ensure the retention key talent which is invaluable to Yell
- Hold timely consultation with Trade Unions to discuss impact of proposed changes, possible alternatives and support to be provided to Yell people
- provide appropriate level of support to line managers ensure fair selection and open communication whilst causing least distress to individuals

Principles

The aim is:

- To ensure that the most appropriate skills and abilities are retained within the business to meet future business needs.
- Yell will take appropriate steps to keep the number of surplus roles to a minimum, whilst taking into account the needs of the business.

- The agreed process will apply to all restructures which have the potential to result in redundancies regardless of the number of people impacted or roles made redundant.
- To ensure people's expectations are managed appropriately. Redundancy pay estimates will only be available to those people who are at direct risk of redundancy and are required to state their preference, i.e. a role in the new structure or redundancy/redeployment.
- All people who would become surplus following the end of individual consultation process will be given the option to leave Yell under the terms of voluntary redundancy or seek redeployment to a role elsewhere in Yell.
- Yell will always seek to reduce the number of people leaving Yell as a result of a restructure or other business reason by sourcing alternative opportunities and giving people the opportunity to apply for roles that suit their skills and career aspirations. Yell will also look to reduce contractors, agency workers and consider bumping.
- Yell is committed to making redeployment a priority. Where this is viable, supporting redeployees to find alternative roles in Yell in line with Yell's Redeployment Policy, i.e. priority in resourcing decisions and a trial period in a new role.
- All stages of the process will be applied in accordance with Yell's commitment to the principle of equal opportunities, and opposes all forms of unlawful or unfair discrimination on the grounds of colour, race, nationality, ethnic origin, gender reassignment, marital status, disability, part-time or fixed term status, parental responsibilities, age, sexual orientation, religion or belief.
- All stages of this process will be conducted with open / transparency and committed to consultation and dialogue with impacted individuals.
- Yell is committed to working with Trade Unions where appropriate to manage the process of change in the most cohesive way possible.

Restructuring Process

The agreed restructuring process is outlined in flow detailed in the appendix and should be used for all restructures in Yell Corporate.

Suitable Alternative Role

During the consultation process a suitable alternative role for an individual potentially impacted by a restructure may be identified.

Where possible, Yell will always seek to reduce the number of people leaving Yell as a result of a restructure or other business reason by sourcing alternative

opportunities and giving them the opportunity to apply for roles that suit their skills and career aspirations.

Where an individual is placed into a suitable alternative role all terms and conditions will remain unchanged.

Whilst it will always be Yell's intention to deploy individuals into roles by mutual agreement there may be exceptional occasions where there is disagreement between Yell and the individual as to the suitability of a proposed role. In such circumstances Yell will redirect the individual into that role, based on achieving a reasonable balance of current skills, skills that can be acquired, and capability to perform well within any chosen role across the company. Prior to such direction the Line Manager must have consulted HR and obtained their authority to apply the following process;

Once a reasonable alternative role has been identified then an offer in writing will be made. If a reasonable job offer is refused, an individual will be given three working days to further consider and/or explain why the job is unreasonable. The first step would be to resolve this informally and where appropriate in consultation with the relevant Trade Union.

If the individual refuses the redeployee role and the line manager agrees with the reasons for that objection, the person will not be directed into the job.

If the individual is a member of a Union Yell will consult with the relevant union on whether the job is reasonable. If during consultation with the union it is agreed that the offer is reasonable, the below steps should apply.

If Yell, and for union members the relevant union, agree the job offer is reasonable the following steps should apply with the aim of resolving the matter within a reasonable time:

1. Yell will provide written confirmation to the individual of the offer of reasonable alternative employment
2. The individual will be advised by the line manager and union if applicable of the reasonableness of job i.e. it is in line with agreed criteria etc
3. The line manager should answer the individual's concerns and explain why the job is reasonable
4. The line manager will advise the individual that a further refusal to take this job may lead to dismissal without the right to a redundancy payment
5. The line manager will then direct the individual into the job
6. The individual is given two working days reflection time to reconsider their decision in the knowledge of the possible consequences

If during consultation it is identified that the offer was unreasonable, the line manager would inform the individual and the individual will be considered for other suitable alternative roles, given the option of voluntary redundancy or redeployment elsewhere in Yell.

Appeal against Selection

Where an individual disagrees with a selection decision they have the right of appeal. This will be heard in line with Yell's Grievance policy and heard by Manager(s) who are independent to the selection process (see Yell Grievance Policy).

Redundancy

In exceptional circumstances if redeployment is as a result of a position being made surplus and if the person rejects a job offer because of valid personal reasons (as deemed by operational Management and HR in discussion with a relevant Trade Union), they will still be considered for voluntary redundancy or redeployment elsewhere in Yell. However, if the individual unreasonably refuses an offer of a suitable job, no redundancy payment is due.



Registration of Preference

Please complete in BLOCK CAPITALS

Surname:			
First name:		SAP no:	
Department:			

As recently communicated, your current role has been identified as being potentially affected by restructuring proposals. As we move into the selection phase for the new structure, you have the opportunity to register your preference as below:

✓

My preference is to be considered for a position in the new structure

I understand that whether a position is offered to me will always be subject to operational requirements and therefore cannot be guaranteed, and also understand that this preference does not commit me.

The role(s) in the new structure that I wish to state my preference for is:

or

My preference is to be considered for voluntary redundancy

I understand that stating this preference does not commit me to taking voluntary redundancy, and also understand that whether voluntary redundancy is offered to me will always be subject to operational requirements and therefore cannot be guaranteed.

or

My preference is to be considered for redeployment opportunities

I understand that stating this preference does not commit me to taking a redeployment opportunity, and also understand that whether a redeployment opportunity is offered to me will always be subject to operational requirements and therefore cannot be guaranteed.

Please note that you are registering a preference only, which is not binding on either you or the Company. Yell reserves the right to redeploy someone into a suitable alternative role in line with the terms of the Restructuring Policy.

Signed:		Date:	
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Selection Criteria

The Selection Criteria

Having identified the 'pool' for selection, you must consider the selection criteria. You must ensure that these are objectively and fairly applied.

Tribunals have made clear that it is your responsibility to establish selection criteria that do not depend solely on the subjective opinion of the person who is selecting individuals for redundancy, but can be checked objectively against such things as performance appraisals, attendance records and efficiency at the job.

The Competency and Skills elements of the selection criteria will be dependent on Yell's needs and arrangements.

Please note this selection criteria has been discussed and agreed with our Trade Unions.

General Guidance

Selection criteria	
Performance	You must consider the individuals performance based on timely APR / QR / 1-1 including any relevant feedback. This should be not only their ratings but also the examples and evidence that back up the ratings. The individual's performance should be measured in the round using both competences and behaviours.
Skills and knowledge	It is reasonable for you to take individuals' skills and knowledge into account in a selection exercise. You must ensure that such skills are assessed objectively and should avoid subjective tests such as individuals' 'attitude'.
Attendance	While you can use individuals' attendance records as a criterion for selection, you need to consider the period over which attendance is reviewed and the reasons for absence. You should exclude any absences due to pregnancy and or disability.
Disciplinary records	Individuals' disciplinary records may be taken into account in the selection process. One way of doing this is to award points in relation to the seriousness of the warning. Again, you must consider the period over which disciplinary records are to be assessed. You can only take into account live warnings and disregard warnings that are 'spent'.

You need to propose what competencies and skills are required for the roles in the new structure and which are essential for Yell to retain. You will share and consult with the affected individual on the Competencies and Skills that will be assessed during the consultation meetings. You should score people, where appropriate, on a scale of 1 to 5 utilising the Yell appraisal ratings.

Example selection criteria are copied below:

For a new role, interviews will normally need to take place, rather than just using the selection criteria detailed above.

Example Selection Matrix

Based on a rating scale of:

1: Far exceeds role requirements, 2: Exceeds role requirements, 3: Meets role requirements, 4: Improvement required, 5: Unacceptable performance.

Criteria	Person A Score	Person B Score	Person C Score	Person D Score
Recent overall APR score	3	2	3	2
Competence 1: Deliver Results	2	2	4	2
Competence 2: Planning & Org.	3	1	3	2
Competence 3: Communication	3	2	4	2
Professional qualifications: CIMA	3	3	3	4
Skill 1: Excel knowledge.	2	2	3	2
Skill 2: Data Analysis	3	1	3	2
Disciplinary record	3	3	3	3
Attendance	3	3	3	4
Total Score	25	19	29	23

Guidance notes for completion:

- Individuals with the lowest scores will be successful.
- Don't forget that an individual has the right to be provided with their scores – but not anyone else's – and could challenge the scoring that you provide for them against the criteria. Therefore you must have evidence to support the scores that you provide and be prepared to be challenged.
- Evidence must be recent – do not rely on all of the ratings from an APR that took place many months ago. Use examples and scores from recent 1:1 or Quarterly Review meetings.
- For attendance and disciplinary record criteria, you would expect everyone to achieve a '3' if they are not on any type of formal warning or an improvement plan. Should someone be on an informal improvement plan e.g. for short-term absence or a behavioural issue, you would expect them to score a '4'. Should someone be on a formal warning (for conduct of performance) or have absence levels that exceed the Yell standard (4 occasions and/or 10 days in 12 months for ST absence) then it would be expected that they would score a '5'. Remember the advice about regarding pregnancy-related and disability-related illness.

You should ask another member of your management team to act as a moderator to ensure consistent and fair marking against the criteria.

Competencies and skills must be reviewed by your HR contact to ensure that they are fit for purpose.

In the example above, if you were moving from 4 roles to 2 roles, person B and person D would be successful for the remaining roles, ie the 2 individuals with the lowest scores.

Template Selection Matrix

Based on a rating scale of:

- 1: Far exceeds role requirements,
- 2: Exceeds role requirements,
- 3: Meets role requirements,
- 4: Improvement required,
- 5: Unacceptable performance.

Criteria	Person A Score	Person B Score	Person C Score	Person D Score
Recent overall APR score				
Competence 1:				
Competence 2:				
Competence 3:				
Professional qualifications:				
Skill 1:				
Skill 2:				
Skill 3:				
Disciplinary Record				
Attendance				
Total Score				

Appendix - Redeployment

Redeployment Policy – Yell Corporate

This policy applies to Yell Corporate Departments.

In the situation where it is necessary to follow Yell's restructuring process Yell is committed to supporting redeployees to find alternative roles in Yell in line with Yell's Redeployment Process below.

Anyone whose job becomes surplus to requirements will be treated consistently, fairly and in line with Yell's values and Equal Opportunities Code of Practice. Where surpluses arise, redeployment will be utilised.

Roles and Responsibilities

Yell Responsibility

To review all work including that of agency and third party workers to ensure that the work they are completing for Yell is not a role that can be performed by a redeployee.

Vacancy Holder Responsibility

To proactively consider redeployees first and provide written feedback if a redeployee is not selected for a vacancy.

HR Responsibility

HR Direct will provide support and guidance to the individual in the areas of understanding development needs how to seek feedback and interview coaching and feedback on their CV. They will also provide weekly updates of available vacancies in Yell and support to source short term work.

The HR Resourcing team will review the redeployees CV against any current suitable vacancies and contact the redeployee to progress an application as appropriate.

Redeployee Responsibility

To provide their HR Direct contact with a current copy of their CV, to proactively seek and participate in the Resourcing process for permanent roles in Yell and to take an active role in creating their career and development plan.

Redeployment Opportunities

Where possible, Yell will always seek to reduce the number of people leaving Yell as a result of a restructure or other business reason by sourcing alternative opportunities and giving them the opportunity to apply for roles that suit their skills and career aspirations.

Redeployment Process

The aim is to retain skills and experience throughout this group and to find alternative options for an individual through a number of routes, e.g. existing vacancies, the review of roles filled by temporary workers.

Resourcing Process

A person with redeployee status will be considered in advance of other candidates and will be given priority in all resourcing decisions for any internal vacancies for which they meet the skills and competency requirements. Their current level, location, mobility and any other personal circumstances will also be taken into account. A redeployee should be considered even if the skills match to the role is not absolute but where reasonable retraining or reskilling can be put in place.

Retraining

Where appropriate reskilling or retraining will be considered for a redeployee and reviewed on an individual basis if it would help move from one skill area to another and there is a reasonable prospect of the individual securing another role in Yell. Retraining should be made available within a reasonable time frame.

Trial Period

The employee is entitled by law to a trial period for a minimum of four weeks, this may be extended, by mutual agreement, where training is required or there is a longer learning curve for the role. The trial period is put in place for both the individual and Yell to assess whether the role is suitable.

The role and the trial period will be confirmed to an individual in writing. This letter will confirm that their previous role was made redundant, that a vacancy has been identified which Yell believes is suitable and that because the new job is different from their old role they will be entitled to a statutory trial period of four weeks. It will further explain that, if either the individual or the Company finds during this time that the job is unsuitable, the individual will retain their right to be considered for voluntary redundancy or further exploration of redeployment opportunity.

At the end of the trial period a review meeting will take place to establish if both parties agree to confirm the individual in post or if a further extension of the trial period is required. Should the individual be confirmed in the role, this will be confirmed in writing and their entitlement to a redundancy payment will cease.

Pay and Benefits Provision

An individual may accept redeployment to an alternative job which is at a lower level than their previous one. In this situation the individual will retain for a minimum of two years their current base salary, bonus arrangements and all other terms and conditions of employment. However where there is a significant difference in salary range and benefits package it will be reviewed on an individual basis. At the end of the two year period, the terms and conditions will be reviewed and brought in line with the appropriate benchmark terms and conditions for the role.

Support

The below will be available to aid a redeployee in securing a permanent position in Yell

- Help in compiling CVs and job applications
- Feedback sessions from interviews and interview coaching
- 360 degree feedback to help create personalised development plan
- Providing weekly updates on internal Yell vacancies
- Support with networking
- Providing a list of external recruitment agencies and consultants
- Support through Employee Assistance Programme Provider
- Information about reskilling or retraining
- Assistance in finding short term work placement

Performance Management

After successful completion of the trial period an individual and line Manager will sit down and agree an ongoing development plan. The individual would be treated in the same way as any other new joiner and the performance management criteria will be applied in line with any other circumstance.

Short Term Work

A redeployee may be asked to take short term work, which should be fulfilling and productive in aiding their development, whilst they seek a permanent position. Where possible this work will be used as an opportunity to develop an individual's skills or experience to enhance their career opportunities.

Redeployment Period

If no alternative employment is found within a reasonable period of time the redeployees situation is reviewed on an individual basis and if appropriate consultation with the union with a view to resolving individual issues.

Restructuring Process - Timetable

Details the process to be followed for all Corporate Functions impacted by restructuring, including those who, as a result, become surplus to normal requirements



