A Guide to Employment Separation

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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

Journey	A Journey is a collection of tasks that supports the joiner, transfer and leaver processes within the University. Journeys have replaced Onboarding and Leaver Checklists and Tasks (from 24 March 2025)
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.
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
Contingent Worker	A worker who holds a specific job/position within the organisation, does not have a contract of employment with the university, is not paid via the university payroll and has no employee record on People and Money. This includes External Secondments, Agency Workers, Contractors, Post Graduate Student Requestors or NHS staff.
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. Line managers often have a role in initiating transactions (e.g. hiring new team members) or approving transactions such as annual leave or finance requisitions.
School/ Department Administrator (SDA)	School/Department Administrators provide support to line manager and employees in their School/Department.
HR Partner	HR Partners and Heads of HR supporting managers with employee relations issues and provide professional HR advice
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 purpose of liaising with Trade Unions at PCF (Policy Consultation Forum). 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.
(Finance) Procurement	A role allowing staff access to the Procurement module of People and Money, allowing access to buy goods and services, commonly known as a Requestor or Requisitioner. This role allows the requestor to raise a requisition to request a purchase order and enter goods receipt information.

Research Finance Administrators	Research Finance Administrators are a new user role with a set of access privileges in P&M. These individuals are based in the research support offices of schools and are responsible for managing directly incurred research salary costs.

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.

Leavers must be **processed via the Termination App** in People and Money following the How to process terminations user guide. Line Managers and SDA's must not use the Change Assignment app. It is important to process terminations in a timely manner. Staff on a fixed term contract should not be future terminated on their projected end date, HR Operations will contact line managers/SDA's before the projected end date to establish the next steps.

If the employee is leaving your school/department to take on another assignment at the University (transferring) **DO NOT** process this as a termination. The school where the person is transferring to will action the transfer.

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'

Annual Leave

Employees **must** take all their leave entitlement before the leave date. Employees should only be paid for leave if there are operational reasons why leave can't be taken. It is vital that all annual leave taken in the year is entered in the system to ensure the final salary is correct.

The annual leave policy explains how annual leave entitlement is calculated for leavers. People and Money will automatically calculate the remaining annual leave entitlement once the leaving date has been entered. Any annual leave not taken before the leaving date will **automatically be paid**.

In exceptional circumstances only, where the employee is not to be paid the full amount of outstanding leave, an 'Exceptional Instruction to Payroll' should be added to the Pay Adjustment field of the termination screen. This should include the amount of annual leave in hours the employee should be paid, and a short explanation. An example of exceptional circumstance may be that the absence balance is incorrect and there is no SDA available to update this. Unless there are exceptional circumstances the Pay Adjustment field **should not be used** for annual leave adjustments.

For more information please refer to the Guide to Annual Leave (section titled joining or leaving the university during the leave year).

Employee Leaving One or More of their Multiple Assignments

As per the Annual Leave Policy, employees must take all leave entitlement before their last day of service in their role.

If, for operational reasons, employees are unable to take all of their accrued leave entitlement prior to their last day of service in the role, Line Managers should raise a Service Request using the Category 'Pay Enquiries – General' confirming how many hours annual leave should be paid to the employee for the post that they are leaving. Payroll will process the necessary payment of annual leave in the employee's final salary for this role.

If an employee has used more than their accrued annual leave entitlement prior to their last day of service in the role, Line Managers should also raise a Service Request using the Category 'Pay Enquiries – General' to confirm how many hours annual leave have been overused. Payroll will then make the necessary adjustments e.g. pay deduction, to the employee's final salary for this role.

Annual leave entitlement cannot be transferred from one assignment to another where an employee holds multiple assignments and one comes to an end.

Once an employee's termination has been processed, Line Managers can review the employee's pro-rated balance via My Team > Absence Balance.

Guaranteed Hours

If you are processing a termination for someone with a GH contract you should familiarise yourself with the steps in the Guide to Guaranteed Hours.

Timecards

Any hourly based time, including Guaranteed Hours, overtime etc, must be submitted and approved **before** the last day of employment to ensure the employee's final salary payment is correct.

In **exceptional circumstances** where the line manager/timekeeper has been unable to approve/submit the final timecard prior to the last day of employment the Guaranteed Hours Final Timecard form or Overtime Final Timecard Form can be used. Further details on this process and the forms can be found on the Finance Specialist Services Sharepoint Payments to Staff (sharepoint.com)

Reassignment of Purchase Requisitions and Approvals

Employees who have been given access to raise purchase requisitions in People and Money, must ensure they have reassigned their in- flight requisitions to another employee before they leave the University. If an employee leaves the University and still has open requisitions in the system, the requisition will be blocked which will delay the goods or services being ordered and goods receipted. Further information on how to amend your requisition is available in the Guide for Requestors – amending requisitions.

Employees who have a Line manager role must ensure that they have managed their direct reports before they leave so that any in flight approvals – HR or Finance requisitions can continue to move up the line management hierarchy. Failure to do so will mean that goods and services will be delayed. To reassign your direct reports, follow the Guide on 'How to Change Direct reports' listed under the Job Changes section.

Journeys and Correspondence

A Journey is a collection of tasks that supports the joiner, transfer and leaver processes within the University. Journeys have replaced Onboarding and Leaver Checklists and Tasks (from 24 March 2025). Employees, Line Managers and School/ Department administrators receive different leaver Journeys and tasks to action within People and Money.

Guidance on Journeys is available in the following user guides on the People and Money user guides webpage (see the Leaver section):

- Pending Worker/Employee Guide to Journeys
- School/Department Administrator Guide to Journeys
- Line Manager Guide to Journeys

The Appendix to the How to Process Terminations guide also details the Journeys, whom they are assigned to and when.

Journeys associated with Leavers and Internal moves (from 24 March 2025)

Journey Name	Description
Leaving the University of Edinburgh	A Journey to support the process of leaving the University, for employee, line manager and SDAs.
Leaving the University for an involuntary reason	A Journey to support the process of leaving the University, for line manager and SDAs.

End of Assignment but continuing at the University	A Journey to support staff leaving one of their assignments but continuing employment with the University.
Moving Roles – Tasks to complete in your current role	For internal transfers, additional posts and internal secondments and details tasks to complete in their current role.

With the move to Journeys (from 24 March 2025), all open and overdue tasks from the previous Leaver Checklists have automatically transferred over, providing improved visibility and access to initiated journeys and tasks. As a result, you may find a number of legacy tasks that were not previously concluded. For guidance on how to manage legacy checklists and tasks please see the Line Manager or SDA Guide to Housekeeping Legacy Checklists and Tasks.

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 checklist 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.

Exit Survey and Exit Interview

The **Exit Survey** is an opportunity for anyone leaving the university to provide feedback about their time working at the University and their reasons for leaving. Further information is available on the Exit Survey webpage.

In addition, we offer a face-to-face **Exit Interview**. The exit interview allows employees to continue the conversation after completing their exit survey as part of their 'Leaving the University of Edinburgh' or 'Moving Roles' Journey. Please use the Exit Interview form to prepare and record the outcome of the conversation.

Further information is available within the Exit Interview webpage.

Step 1 - Resignation

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

<table>
<tr><th>Role</th><th>Employee</th><th>Line Manager</th><th>School/Department Administrator (SDA)</th></tr>
<tr><td>Process</td><td>1) Employees will provide written confirmation of their resignation and the notice period based on their conditions of service. Employees 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 a weekend) and when any outstanding leave will be taken. Request annual leave in People and Money

If transferring to another post within the University, need to confirm first day in new post. Work schedule changes would be picked up in the transfer process</td><td>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 annual leave entitlement based on the leaving date using the annual leave calculator. Encourage the employee to take all their leave. Employees should only be paid for leave if there are operational reasons why leave can't be taken.

6) Approve any agreed annual leave in People and Money to ensure the employee's final salary payment is accurate.

7) Remind any employees who have the Requisitioner system access to reassign their in-flight purchase requisitions before they leave.

8) Check if repayment of any relocation assistance is applicable, following the guidance within the policy and information on the Relocation Assistance webpage, add the</td><td>3) SDA receives written confirmation of resignation from employee (or from LM on behalf of employee).

You should:
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 annual leave entitlement based on the leaving date using the annual leave calculator. Encourage the employee to take all their leave. Employees should only be paid for leave if there are operational reasons why leave can't be taken.
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.</td></tr>
</table>

	An automated Acceptance of Resignation letter goes to employee when termination is approved and a leavers Journey will also be provisioned through People and Money.	amount, if applicable, to the pay adjustments field of the termination in People and Money. Note - Visa Reimbursement Repayment- HR Operations will check whether any repayment is required upon receipt of the termination notification in People and Money. However, if you are aware that the employee has been in receipt of reimbursement, and may be due to pay back some of this, you can make HR Operations aware of this by adding a comment to the Pay Adjustments field. Further guidance is available on the Immigration Fee Assistance webpage within the Immigration Fee Financial Assistance Guidelines.	• 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. • 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. • Check if repayment of any relocation assistance is applicable, following the guidance within the policy and information on the Relocation Assistance webpage, add the amount, if applicable, to the pay adjustments field of the termination in People and Money. • Note - Visa Reimbursement Repayment - HR Operations will check whether any repayment is required upon receipt of the termination notification in People and Money. However, if you are aware that the employee has been in receipt of reimbursement, and may be due to pay back some of this, you can make HR Operations aware of this by adding a comment to the Pay Adjustments field. Further guidance is available on the Immigration Fee Assistance webpage within the Immigration Fee Financial Assistance Guidelines.

		If the employee is leaving your school/dept. to take on another assignment at the University (transferring) DO NOT process this as a termination. The school where the person is transferring to will action the transfer.	
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 is leaving your school/dept. to take on another assignment at the University (transferring) DO NOT process this as a termination. The school where the person is transferring to will action the transfer.

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.

People and Money should be used to process all terminations, including: Resignation, including retirement; Dismissal, including capability, ill health, and conduct; Others, including end of fixed term contracts (including J and D Codes contracts), redundancy, and, mutually agreed terminations. Line managers or SDAs should refer to the user guide 'How to Process Terminations' for full details. The appendix of this guide lists all the action reasons and who is responsible for processing the termination.

For **ill health retirement or death in service please refer to your HR Partner** who will submit a Service Request to HR Operations to process the termination.

Further guidance on the **Death in Service** process is on page 30 below.

There are certain scenarios when the process to cancel the hire should be followed, namely:

- Employee is a no show or has advised the university they do not wish to start
- The decision is taken to withdraw the offer of employment due to pre employment check failure or failure of Right to Work checks

Line Managers / SDA's **should not process the cancellation of hire in people and money**, instead they should follow the steps outlined in the Guide to Recruitment and Onboarding (Step 13 Cancellation of Hire).

Role	**Line Manager**	**School/Department Administrator (SDA)**
Process	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 this 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, this is also important to ensure that the purchase requisition approval hierarchy does not get broken. E.g. If a line manager leaves without a new line manager being added, any requisitions raised by their direct reports or people on their project will not be able to be approved. This will delay goods and services being raised, approved, purchase orders being sent out and goods receipted. The LM or SDA follows the How to process terminations user guide. Upload resignation letter to the Employee File Sharepoint.	
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.		

People and Money Access Request form

Step 3 - Review termination and work through off line checklist

Role	HR Operations
Process	• HR Operations receive the termination notification and work through steps in the offline guidance. • Once all checks are carried out they will approve the request. If any clarity required from SDA or Line Manager by HR Operations, they will be contacted via email communication.

Step 4 – Complete Tasks within Journeys

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

Role	Employee/ Line Manager/ SDA
Process	Once the termination has been approved by HR Operations, Employees, Line managers and SDA will automatically receive the appropriate leaver Journey and tasks and should action each in a timely manner.
Supporting Information How to process terminations	

Step 5 - Arrange Exit Interview

Employees should offered a face-to-face Exit Interview. The exit interview allows employees to continue the conversation after completing their exit survey as part of their “Leaving the University of Edinburgh” or “Moving Roles” Journey. Please use the Exit Interview form to prepare and record the outcome of the conversation. They will be prompted to do this within the tasks assigned as part of the ‘Leaving the University’ or ‘Moving Roles’ Journey.

Further information is available within the Exit Interview webpage.

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 request that a termination is reversed or corrected.	SDA raises an SR - 'Reverse or Correct a Termination' to request that a termination is reversed or corrected.	HR Operations get in touch with the Payroll team to check whether 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.		If needed update continuous service/seniority start 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

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". You should always consult your HR Advisor **prior** to undertaking this process. Please note Line Managers/SDA's **should not** process the termination in People and Money.

Further support for managers is available on the Ill Health Retirement Webpage and within the Absence Management Policy (Appendix IV).

The process below defines the steps required when the Pensions scheme has approved the ill health retiral of an employee. This process documents how HR Operations are notified by an HR Advisor 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.

The Flexible Retirement process is covered in the Guide to Job Changes.

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	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	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	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 (do not process termination in People and Money).	8) HR Operations pick up Service Request and action as per the termination process.

		an appropriate termination date.	agree a termination date	6) HR Advisor saves termination details in casework section of 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 Referral Information for Staff - Ill Health Retirement | The University of Edinburgh Ill Health Retiral - information for managers | The University of Edinburgh							

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 Change Assignment 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 a fixed term contract with less than 18 months service should follow the standard termination process. Line Managers are responsible for deciding if the fixed term contract is to be extended or terminated on their projected end date. All extensions should be processed via the Change Assignment App in People and Money. Terminations should be processed via the termination process using the end of fixed term contract action-reason. In either situation a letter to confirm the extension or end of fixed term contract will be sent to the employee. If the contract is ending a leavers Journey and tasks will also be sent to the employee, line manager and SDA.

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

Where a fixed term contract is ending for an employee 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 the Change Assignment process. Where the contract is not being extended, the contract will end on the designated (projected end) date. The line manager/SDA must use the termination app to notify HR Operations to terminate the record using the end of fixed term contract action reason.

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

Line managers should 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.

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 the projected end date.

If the contract is ending as expected the Line Manager/SDA should use the termination action of 'End of Fixed Term Contract'. If the contract is to be extended this should be processed using the change assignment app in People and Money (please see the Guide to Job Changes for further details).

If the contract is ending earlier than expected, then line manager/SDA should complete the termination and should provide correspondence from an HR Partner to inform the employee of the early end date.

When HR Operations approve the termination on People and Money, a letter will be emailed to the employee to confirm their end of fixed term contract and a leavers Journey will be assigned to the employee, line manager and SDA

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 the donor line manager (substantive line manager) or SDA knows that a secondment arrangement is ending. The process below relates to anyone ending their internal secondment (UoE to UoE) or to anyone seconded externally (outwith UoE). It is important to notify HR Operations of the arrangements for the secondee returning (or not) to their substantive post to allow People and Money to be updated.

It is the responsibility of the line manager / SDA of anyone seconded to the University from an external organisation (holding an employee or contingent worker record) to take steps to have the record terminated.

If the employee is not returning to their substantive role, and the secondment arrangements are to become permanent (open – ended) please follow the transfer process by completing the Request for Transfer, Additional Post or Secondment form.

If the employee chooses not to return to their substantive post at the end of the secondment period this should be processed as a termination (unless they secure another role within the university).

Role	Line Manager/SDA	HR Operations	Pensions
Process	The donor (substantive) Line Manager completes the Return from Secondment form and submits this by raising a Service Request using the category Enquiry>Contract Change, please title the request End of Secondment <Name, Date>, attaching the authorised form. Please use the form to provide the full details of returning arrangements including the date the secondment ends and any other changes to the employee's substantive post, for example, change of work schedule, hours, salary, manager, salary	Receive SR. Seek clarification if required **If Secondment in full** Update People and Money to End secondment as per service request and revert employee back to substantive post as a 'Change Assignment' (and action any job changes as a result). • **If Secondment is in part** (i.e. employee has retained time in substantive post whilst on secondment) End additional assignment (secondment) and update the substantive post record, and action any job changes as a result.	Where the Employee has been seconded externally, pensions must be notified (offline). Assess any impact and follow appropriate process.

	costing, if any allowances should end, be added or be amended etc. Line Manager/SDA should also assess if the local finance team should be made aware for any impact on invoicing or salary costings. If costs related the assignment are to be charged in part or total to cost centre 30010003 (research salary control account) a research salary management labour schedule may need to be created or amended. Please liaise with your school research administration team to provide this information if required. For further information on staff costs on projects, please see the Research Finances SharePoint. Research Finance Administrators can find more information and guidance on the User Guides page of the Finance Development Hub.	Mark Service Request as resolved.	
Supporting documentation 'How to raise and maintain a service request enquiry' Secondment Policy			

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 organisation) to confirm details 5) Inform and consult with affected employees. Provides written confirmation of changes (as drafted by HR Advisor) to employees	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 'Consultation Reporting – One Off Restructure' 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.	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)

		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 assigns Leaver Journey and updates weekly leavers report for payroll and pensions. 8 Journey 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 Journey tasks

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 more than 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 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	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 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".

	6) Manager receives notification of MEP from HR Operations (offline)	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 Redundancy Consultation Recording-Annual Data spreadsheet 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) from HR Operations (offline). They should discuss implications with the Budget Holder for their area.	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 Redundancy Consultation Recording-Annual Data spreadsheet updated. 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 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.	5) Pensions establish cost of MEP for employee and confirm this back to HR Operations.

		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 contract is extended, the Redundancy Consultation Recording – Annual Data spreadsheet is updated with outcome of 'extension'.	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'. 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. Redundancy Consultation Recording –Annual Data Spreadsheet is manually updated.

	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"	
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). 5) Where employee is being redeployed or contract is to be	6) Generate correspondence manually, update EFF 'final notice - manual' and save correspondence to employee SharePoint record. 7) Redundancy Recording Consultation –Annual Data spreadsheet is updated with letters issued.	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.

	extended they would follow the appropriate process.	8) Final Notice letter for employee on Open ended contract with 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 Redundancy Consultation Recording – Annual Data spreadsheet (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 Redundancy Consultation Recording one off restructure spreadsheet. (saved in EREP SharePoint)		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 analyse the data from the Redundancy Consultation Recording-Annual Data spreadsheet (offline, saved in the EREP SharePoint). 12) In February of each year the Redundancy Consultation Recording-Annual Data is finalised and presented as a trend analysis report to the 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 between the HR Partner and Line Manager.

Role	**HR Partner**	**SDA/Line manager**	**HR Operations**

Process	1)HR Partner provdes advice and guidance to line manager and advises when to proceed with requesting the termination in People and Money.	2)SDA/Line manager enters the Termination in People and Money to notify HR Operations.	3) HR Operations receive notification of termination and process as per guidance.
Supporting documentation People and Money Guide - How to process terminations			

Death in Service

The process for Death in Service of an employee is conducted mostly off system and there should always be flexibility around this given the sensitivities of the situation. Therefore, a detailed systematic execution is not included here. Please refer to the University's Death in Service Guidance on the HR A-Z of Policies and Guidance. The guidance outlines the actions to be taken and by whom and provides information about the support available to managers and employees affected by the death of a colleague.

In this situation the **termination is actioned in People and Money by HR Operations**, on receipt of a Service Request from the HR Partner. Line Managers or SDAs **should not** process the termination in People and Money. There will be no Journeys assigned from People and Money to the employee, line manager or SDA when the Death in Service reason is used as part of the termination process. Correspondence will be handled offline.

End Contingent Worker

Managers should routinely check that the contingent workers who have access to People and Money to perform their role (e.g. as a Student Requestor, School Department Administrator or Project Administrator) are terminated in People and Money when their period of engagement has ended.

When terminating a contingent worker you **must always select the action 'End Contingent Worker',** once submitted this will route to HR Operations for approval. Please note no correspondence or in system leaver Journeys will be generated. The 'How to Process Terminations'. It is important that the 'End Contingent Worker' reason code is only used to end contingent workers and not for employees, as to do so would prevent the employee from being terminated properly which may impact their final pay.

As ending a contingent worker record has no impact on payroll it is recommended that you end contingent worker records AFTER payroll cut off, if you are processing a large volume please let your College /PSG Team Leader in HR Operations know in advance.

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 Journeys – not specific to subsidiaries. Same as UoE templates.	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