

ORGANISATIONAL CHANGE POLICY

Purpose and Context

Organisational change - which is often referred to as reorganisation or restructuring¹ involves reviewing what an organisational unit does, how it does it, and how it relates to other University areas. Reviewing and modifying management structures and business processes may lead to, or even be required to reduce organisational costs, however equally, it may also be about investing in staff, systems or equipment, or may be a cost neutral exercise leading to increased effectiveness. In all cases, staff will play a key part in any change, and significant transformations will require a process to ensure staff are engaged and actively contributing to making any changes a success, while ensuring they are treated in a fair and equitable manner, and their concerns are addressed throughout the process. Underpinning the procedures set out below, the policy will be implemented with a commitment to transparency, information sharing and to partnership working with staff.

Scope

This Policy and Procedure applies to all staff, on permanent, indefinite and fixed term contracts with the exception of the Vice Chancellor.

1 Introduction

- 1.1 It is important that the University regularly reviews its staffing requirements, structures and processes in anticipation of changes and to enable operational effectiveness and improvements. In the event that significant changes are required to the structure of an organisational area, the University will act in accordance with this Policy, other associated procedures such as the Redundancy Procedure and relevant legislation. This Policy is primarily intended for use with restructures within defined units where any change will potentially lead to redundancies.
- 1.2 Nothing in this policy reduces the right of managers to manage the work in their areas. This Policy does not apply to the day to day re-organisation of work that is appropriate and necessary to the smooth running of the University, but will be used for example, where the change involves an overall reduction in the number of posts, or where there are significant structural changes which may lead to changes to terms and conditions or to the grading or re-grading of a number of posts.
- 1.3 This document should be read in conjunction with the University's policies on Redundancy and Redeployment, any pay protection or voluntary severance scheme that may be operational at the time and the University's Change Management guidance. Any legislative changes will automatically supersede this Policy.
- 1.4 The consultation periods contained within this Policy are specifically to consider the structural changes proposed, and how they might be developed. They do not form part of any redundancy consultation required under the Trade Union and Labour

¹ This policy does not cover changes to governance and committee structures.

Relations (Consolidation) Act 1992 (TULRCA). In light of this, any manager contemplating an organisational change must engage with Human Resources prior to initialising the review. Likewise, where, after organisational change consultation, redundancies become a possible outcome, managers must refer to their HR Manager for advice and the Redundancy Policy will be applied.

1.5 The University is committed to engaging in early consultation with employees and Trade Unions in cases of organisational change or restructure and to allow open and meaningful discussion of ways to avoid compulsory redundancies wherever possible. Redundancy will always represent a last resort in the process of organisational change; all options for avoiding redundancy will be explored, including:

- Limiting the refilling of posts when staff leave the organisation;
- Restrictions on recruitment;
- Opportunities for secondment across the organisation;
- Seeking volunteers for job-share or part-time work;
- Retraining existing staff to cover any skills gaps ;
- Fixed term work to cover fluctuations in staff resource requirements;
- Redeployment of staff to suitable alternative employment
- Provision of trial periods for potentially suitable alternative employment
- Seeking volunteers for voluntary redundancy or early retirement within the scope of those affected by any formal process;
- Other cost saving measures that preclude the need for redundancy.

2 Managing Minor Change

2.1 This policy does not apply where the changes to be introduced are relatively minor, for example minor adjustment or modifications to duties or work practices. Examples of minor changes would include but are not limited to: implementing different methods to carry out tasks and duties; introducing new procedures or new technology which can be performed by existing staff with reasonable training within existing grades; changes to duties within the remit and grade of the post and changes to location.

2.2 In such cases, individuals affected should still be consulted about the changes that affect the way they do their work. Managers should consult with the individuals concerned prior to implementation of the changes, either on a one-to-one basis, or/and as a group, to explain the changes, the reasons for them and the future standards and expectations, and to listen to and respond to any concerns they might have.

2.3 For further advice on managing and introducing minor change, managers should speak to their HR Manager and refer to the University's Change Management Guidance.

3 Managing Major Change

3.1 It is the aim of the University, as far as possible, to avoid redundancies. All appropriate steps will be taken to minimise the risk of compulsory redundancy.

Consultation with Trade Unions and staff during restructuring will continue to explore the most appropriate ways of minimising such risk.

- 3.2 Where it is necessary to restructure and where the proposed changes are expected to substantially impact on a group of employees the manager should seek advice from their HR Manager and this Policy should be followed.
- 3.3 Substantial impact may include, but not be limited to: reduced need for staffing levels or the type of work being carried out; substantial changes to duties outside the scope of the job role; changes to terms and conditions, including salary, or grade.

4 Case for Change

- 4.1 Managers considering organisational changes must consider the impact any change might have on staff, key stakeholders and service users. Consideration should be given not only to those staff within the unit, but also those who work elsewhere but who may come under the scope of the changes, for example staff on secondment. Discussion about the case for change should take place with a wide range of stakeholders (including Trade Unions) to gather information and views which may help inform the manager's future direction with regard to any proposal for change. As part of this process managers should consider and seek views about what evidence there is to support the need for the change, possible options and alternatives, and consider any possible issues or risks to the University arising from their change proposals and how these will be managed and resolved. Managers may collect this information through a variety of mechanisms such as surveys, meetings and group feedback sessions, as appropriate. Human Resources will work with Schools and Services and ensure recognised trade unions are notified of any proposed review at the earliest opportunity.

5 Business Case and Notice Pack

- 5.1 When organisational change is required the manager responsible for leading the change programme will provide a business case for the change, together with clear reasons and evidence why the changes are necessary. Relevant data gathered in discussions with stakeholders during the development phase should be referred to. The business case must explain why the change is proposed, what the new structure needs to address, what it aims to achieve, and whether or not any changes are anticipated to the existing staffing structure (including, for example, changes to job roles, grades, reduction or increase in numbers or workloads, financial implications of implementation, and any associated risks expected to arise and how these will be managed).
- 5.2 An assessment on the impact of the changes on equality will be undertaken, including how to address any disadvantage.
- 5.3 The business case and equality impact assessment will be considered by the Director of Human Resources in the first instance. If the business case is accepted using the rationale details provided as outline above in 5.1, it will then be discussed with the Deputy Vice Chancellor who will decide if the proposal can progress to consultation, reject it, ask for further information or propose further changes.
- 5.4 Once approved, the organisational change proposal will go forward to consultation with members of staff and Trade Unions. The HR Manager will assist the manager

in developing a Notice Pack which will form the basis of formal consultation with staff, and which will be shared with the Trade Unions for collective consultation purposes.

5.5 In the event that redundancies feature as part of the proposed organisational change, the Notice Pack will additionally provide staff and the recognised Trade Unions with the following written information:

- The reasons for the proposed dismissals.
- The numbers and descriptions of employees whom it is proposed to dismiss as redundant.
- The total number of employees of any such description within the affected area.
- The proposed method of selecting employees who may be dismissed.
- The proposed method of carrying out the dismissals, with due regard to any agreed procedure, including the period over which the dismissals are to take effect.
- The proposed method of calculating the amount of any redundancy payments to be made (over and above the statutory redundancy payment) to employees who may be dismissed.
- Details of the use of agency work within affected area.
- The equality impact assessment.

5.6 Where a S188 Notice is required, this will be sent to the recognised Trade Unions' regional or national offices, with the information listed above.

5.7 Where the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992, as amended, do not apply the University will still provide the appropriate Trade Unions with the above for information.

6 Consultation

6.1 The recognised Trade Unions will be provided with the information as detailed above in section 5.5, Notice Pack. Where a proposal is deemed to fall within this policy then a minimum 30 day consultation process will be applied. If the required statutory period is higher this will apply. The purpose of this consultation is to engage and consult meaningfully with those impacted by the proposed change, including the Trade Unions. The consultation period will allow staff and Trade Union representative's sufficient time to consider the proposals fully.

6.2 Employees in the unit affected, and recognised Trade Union representatives, will be provided with a variety of opportunities to discuss the proposed changes and to provide individual and collective, verbal and written responses to the proposals. Managers have a responsibility to listen and take into account all views and comments and individuals should be encouraged to comment on the new structure, give feedback on areas or volume of work they consider may have been missed out or not adequately provided for, or if they think there may be other ways to achieve the goals, for example.

6.3 Employees who are absent due to long term sickness, family leave, secondment, sabbatical leave or other reasons must be consulted individually, kept informed of the process and invited to attend meetings with other members of staff.

- 6.4 During the period of consultation individual and collective consultation meetings will take place, and where redundancy is part of the change – the Redundancy Policy will be followed.
- 6.5 As much clear information as possible should be provided to employees and Trade Unions as early as possible in the process.
- 6.6 Managers should recognise that organisational change can have a significant impact on individuals, and should provide information about support available, including guidance via the Careers Service, *SilverCloud* and the Education Support Partnership.
- 6.7 During this period of consultation the University may attempt to mitigate against any compulsory redundancies using a combination of approaches including offering staff to leave voluntary with an enhanced payment (voluntary severance) to any employee at risk of redundancy; and the use of slotting in and ring-fencing in recruitment.
- 6.8 As much time as possible will be allowed for meaningful consultation before any selection processes take place. Employees at risk will have a minimum of 10 working days to consider applying for voluntary severance or an alternative post. The timeline will be subject to negotiation with the Trade Unions.
- 6.9 In considering the implementation of any new structure, slot-ins will be clearly identified. Staff and Trade Unions will have an opportunity to negotiate this further. Where further potential slot-ins are identified by managers, staff or Trade Unions these will be explored during the consultation period. New posts identified within a new structure will be available for employees at risk in the first instance through either a selection to ‘stay or go’ process.
- 6.10 During a selection process steps will be taken to ensure that candidates at risk are fairly considered for suitable alternative employment to avoid redundancy. Where training, mentoring, support or other development can enable the candidate to meet the full requirements of the post to an acceptable level within a reasonable time period, they should be deemed appointable, with or without a trial period.
- 6.11 Where staff are successful in securing a new post within a new structure a trial period can be agreed which must be appropriate to the role and grade of the job and taking into account any training or development the employee requires to meet the expectation level of performance. Trial periods would comply with legislative requirements and would not usually extend beyond 6 months.
- 6.12 In a situation where an employee secures a post in a new structure as a direct result of mitigating against compulsory redundancy and where the grade and salary for the new post is less than the old post, any agreed pay protection scheme and support plan will apply. If no pay protection scheme is in place this will be considered on a case by case basis.
- 6.13 Consideration will be given to providing opportunities for part-time working, if appropriate, especially where part-time employees are at risk.

7 Implementing the new structure

- 7.1 All new and amended posts will be considered by a panel of trained job evaluators and a grade agreed through the University’s Job Evaluation process. Where there is

little change to activities and responsibilities, a significant proportion of the key duties, job content and skills required are unchanged, and sufficient of such posts are available in the new structure for all relevant employees, they will be 'slotted' into equivalent posts at the same grade.

- 7.2 The following criteria will be applied in utilising slotting in and ring-fencing during a first round of recruitment:
- Slotting in without the need to go through a recruitment process shall apply where there has been no significant change in the duties and responsibilities of a post following restructuring and where the number of posts available is equal to or in excess of the number of existing post holders in the workplace unit. To qualify for this treatment a post must be of the same grade before and after restructuring, while no other member of staff should have a comparable claim on the post.
 - Ring-fencing of applications for posts in a new workplace unit will apply where the former unit contained posts that carried substantially the same duties and responsibilities but the number of staff exceeds the number of posts available in the new unit, or where there are similarities between old and new posts but there are also significant differences that do not make them suitable for slotting in.
- 7.3 Where staff cannot be matched because available posts are at a different grade to existing staff, or where new posts are the same grade but significantly different, individuals must be notified in writing that they are considered to be at risk of redundancy.
- 7.4 Where roles are similar, but the number of employees who match exceeds the number of available posts, a 'pool' of staff will be identified as at risk of redundancy.
- 7.5 As part of the consultation process the University will keep affected employees and recognised Trade Unions apprised of progress relating to the restructure through regular updates using appropriate and agreed methods of communication.
- 7.6 Should any staff remain at risk following the conclusion of the matching and slotting and ring fencing processes, further consultation with staff and the Trade Unions will take place to review whether revisions can reasonably be made to the original plan. Where this is possible, the original plan will be revised accordingly. Where this is not possible, consultation with the Trade Unions will continue to explore ways to avoid compulsory redundancies in relation to staff who are considered to be at risk.
- 7.7 If any staff remain at risk, the University's Redundancy Policy, Redeployment Policy and any other associated policies will apply.
- 7.8 On conclusion of any restructure or change and as provided for within the Change Management Guidance, a review will be undertaken with line managers and staff in terms of the change. Human Resources and the recognised Trade Unions will review the process to determine any improvements that can be made.

8 Equality

- 8.1 This Policy has been produced in accordance with the Equality Act 2010, with the aim of supporting the University's overall strategy to embrace diversity and welcome

individuals from all backgrounds on an equal and non-discriminatory basis. When using this Policy, the University expects members of staff to treat all colleagues fairly and with respect.

9 Data Protection

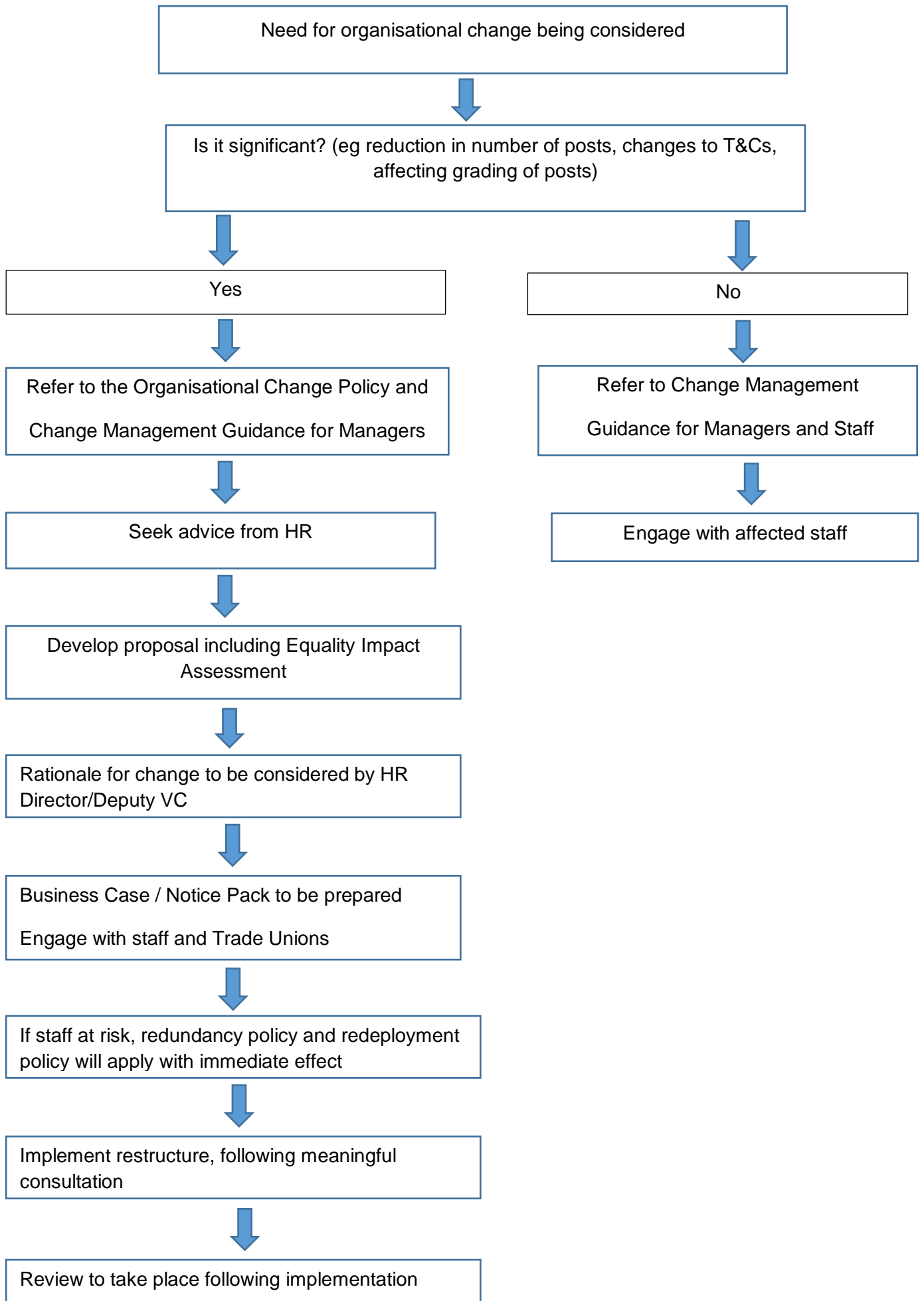
- 9.1 The data collected in the course of following this Policy, will be used for the purposes of administrating, monitoring and managing the restructuring process. It will be stored on the computerised HR System and records will be kept on an individual employee's central electronic HR file as appropriate. Only staff who need the information in order to carry out the duties of their post will have access to this data.

10 Monitoring

- 10.1 The effectiveness of this policy will be ensured by monitoring, annual review and consultation with managers and Trade Unions, using appropriate and agreed methods of communication. It will be the responsibility of the Director of Human Resources to oversee the monitoring of the effectiveness of this Policy.

11 Further Information

- 11.1 This Policy is not contractual and is not intended to be incorporated into individual terms and conditions of employment. It may be subject to review, amendment or withdrawal. Any changes to be made to this Policy will be made following consultation with the recognised Trade Unions.
- 11.2 For further information on anything in this policy document, or for availability in larger text format, please contact University of Huddersfield HR Department in the first instance.



POLICY SIGN-OFF AND OWNERSHIP DETAILS	
Document name:	Organisational Change Policy
Version Number:	V.1.0
Equality Impact Assessment:	9 th October 2020
Approved by:	JCNC
Date Approved:	30 th September 2020
Next Review due by:	30 th September 2023
Author:	HR
Owner (if different from above):	Director of HR
Document Location:	HR Webpages
Compliance Checks:	HRG SMT regularly review to ensure compliance
Related Policies/Procedures:	Redundancy Policy, Redeployment Policy

REVISION HISTORY			
Version	Date	Revision description/Summary of changes	Author
V1.0	Sept 2020	Final draft of new policy	HR