Organisational Change Policy

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Who can help?

Human Resources & Development (HR&D) team – HR Partners and the HR Services Team can provide support and assistance with the application of this policy and answer any questions that you may have.
HumanResources@napier.ac.uk

Other Support

- Organisational Change & Redundancy – Policy Guidance for Managers
- Organisational Change & Redundancy Toolkit
- Online Change Toolkit provides practical tools and techniques for coping with change and supporting others through change
- Employee Assistance Programme
- ACAS How to Manage Change

Please Note

- This policy does not form part of your contract of employment with the University and may be subject to change.

Context

The organisation structure and staffing profile of the University may be required to change over time and we are committed to managing organisational change with care in a fair and consistent manner. We will undertake meaningful consultation and will communicate openly and transparently throughout any organisational change process.

We recognise that a period of change can be difficult and all reasonable steps will be taken to support both employees affected by change and managers responsible for implementing change. Working in the spirit of mutual trust, we would encourage employees to be open to the need for change and flexible in their approach to organisational change.

This policy provides a framework for managing organisational change which:	☑ Enables the University to continue to deliver its strategic aims and objectives and safeguards the supply of talent. ☑ Treats employees consistently, fairly and sensitively. ☑ Fully supports employees throughout any change process and minimises disruption as far as possible.

The nature, size and scope of organisational change can vary considerably. For the purpose of this policy, organisational change refers to reorganising, restructuring or introducing materially different working practices which impact directly on the contractual terms and conditions, scope and/or nature of roles.

It does not include minor changes, such as variations to the working environment, line management changes and where a substantial part of the employee's experience at work is unchanged. In these situations a fair and reasonable process will nevertheless be followed and carried out in a consultative manner with the affected employees.

Scope

This policy applies to all employees of the University.

Planning & Proposals

It is important that proposed changes are carefully planned, appropriately authorised and managed in a sensitive, consultative and collegiate manner. The appropriate consultation process will be determined according to the size and scope of the proposed change.

Advice should be sought from HR&D before any action is taken in relation to any proposed organisational change.

Consultation

Effective consultation and communication is an important aspect of organisational change and should be handled sensitively and transparently. Consultation must be meaningful and take place as soon as practicable whilst proposals are at the formative stage. Employees, and their representatives where appropriate, should be encouraged to comment and provide feedback on the proposals and the University will carefully consider their views before final decisions are made.

In the event of a particularly large scale University-wide organisational change proposal, a forum can be established to ensure early consultation with the trade unions. The forum will consist of senior management and trade union representatives who will meet during the period of significant organisational change. Upon conclusion of the change programme the forum will disband until it is appropriate to reform.

The creation of such a forum may be appropriate in a variety of circumstances. Early engagement with a broad forum will allow significant organisational challenges to be discussed in a strategic context and will enable creative solutions to be explored.

In the event of an organisational change proposal that impacts 20 or more roles we will consult with the trade unions at the earliest opportunity. The information that will be provided to the trade unions will include the rationale for the proposed organisational change, budgetary considerations, anticipated role impacts, proposed selection method to allocate remaining roles, expected benefits and mitigating actions.

The trade unions will be invited to comment on the proposals. All representations will be carefully considered to determine whether they can be adopted or implemented and reasoned responses will be provided throughout the consultation process. We recognise the benefit of full and meaningful consultation and the need to allow sufficient time for this.

In the event of an organisational change proposal that impacts less than 20 roles, we will share the proposals with the trade unions in advance of discussing them with the employees concerned.

Consultation in relation to the selection process will take place on an individual basis with the affected employees where slotting into roles is not possible. Employees may be accompanied at their meeting by either a trade union representative or a work colleague and we will endeavour to provide as much notice as is reasonably practicable.

☑ Managers responsible for conducting individual consultation meetings should refer to **Organisational Change & Redundancy – Policy Guidance for Managers**

Job Matching and Allocation

During any period of organisational change, the number and grades of roles in the affected area will be identified as early as possible. It is important that the process of matching and allocating employees to roles that will exist following an organisational change is conducted fairly and consistently. The principles contained within the University's Recruitment and Selection procedure will be applied when determining and implementing an assessment process during a job matching and allocation exercise.

☑ Managers involved in making selection decisions should refer to **Organisational Change & Redundancy – Policy Guidance for Managers**

Slot-in

Wherever possible, employees will be slotted into roles to avoid unnecessary competion. Where the number of remaining roles is the same or there are more roles available than employees matched to them; and roles in the new structure are at the same grade and remain wholly or largely unchanged (significant majority of the role remaining the same) they will be filled by a simple slotting-in process. Confirmation of slotting in to posts will normally start with the highest graded posts and work down to the lowest graded posts.

Employees will be automatically appointed to the role without an assessment process or trial period. Employees in this position will be expected to accept a role where they are slotted in and there will be no entitlement to redundancy pay.

Ring-fencing - Oversubscription

Where a new role combines significant parts of two or more employees' existing roles and there are fewer roles available than employees matched to the roles, employees who meet the minimim criteria are expected to compete for the new role. An assessment process will be required to determine which employee(s) should be appointed to the role(s).

Where parts of current roles fall into two or more positions in the new structure, the employees will be asked to state their preference. Depending upon their responses, employees will be slotted into the new roles or if required, an assessment process will be required to determine which employee(s) should be appointed to the role(s).

In these situations, employees will be automatically appointed to the roles without a trial period and there will be no entitlement to redundancy pay.

It is anticipated that this process will cover the majority of organisational change situations, however it is impossible to predict every situation and in exceptional circumstances management can use their discretion with advice from HR&D.

Employees who accept a role at one grade lower as a result of an organisational change will have their salary protected for one year. During the protected period, the salary will be 'frozen' and will not attract cost of living/pay increases. After that period, their salary will be adjusted to the maximum point of the lower grade. Pay protection does not apply to an appointment made more than one grade below and this would be on the basis of the associated advertised salary and terms and conditions.

Employees who are unsuccessful in obtaining a role

Where there is no successor position or if an employee has been unsuccessful in obtaining a position after any slotting-in or ring-fenced assessment process has been fully exhausted, we will support the employee to look for redeployment elsewhere in the University in line with the Redundancy policy.

Employees who are absent from work

During organisational change, management should consider and involve any employees who are temporarily absent on family-friendly leave, absent due to sickness or on secondment to an alternative role. These employees should be sent all of the relevant documentation and be included in all consultation discussions.

Employees who have a right to return to a specific position (where that position remains) must be considered in any slotting-in or limited competition process as if they were at work. An employee who is on maternity, adoption or shared parental leave has priority as far as suitable alternative employment is concerned and is entitled to be offered a suitable alternative role where one exists.

Reasonable Adjustments

Reasonable adjustments will be considered to accommodate individual needs throughout organisational change. Employees with a disability are encouraged to discuss with their line manager what reasonable adjustments they would like to be considered. Similarly adjustments may be requested by employees who are currently absent from work and unable to attend the workplace. Management will determine what adjustments are reasonable under the specific circumstances.

Related Policies

- Redundancy Policy
- Recruitment & Selection Procedure

Document Control

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