

Organisational Change Procedure

May 2019

Also available in large print (16pt)
And electronic format.

Ask Student Services for details.

www.perth.ac.uk

Perth College is a registered Scottish charity, number SC021209



Version Control History

Version Number	Date of Change	Summary of Revisions Made
1.0	June 2018/May 2019	Approved by Board of Management, subject to changes being made. Final approval given May 2019.

Organisational Change Procedure

1 Purpose

Perth College UHI defines organisational change as a change to a curriculum area or service which will affect staff, this may include the reshaping of posts, reduction of posts and the redeployment of staff.

Organisational change can be the result of a change of strategic direction, change of a departmental/curriculum focus and/or priorities, change to mode of academic delivery, withdrawal of funding, system and process changes and regulatory/legislation changes.

Organisational change projects can originate from a direct instruction by SMT or by a Sector Development Director or Head of Service determining a need for change.

2 Scope

This procedure provides a structured approach to managing organisational change projects from the current state to the future desired state in a transparent way. This procedure applies to all organisational change projects, irrespective of size.

3 Definitions

Organisational Change – Is the reshaping of structures, business processes and procedures or roles to deliver our goals and vision that has an effect on an individual or group of individuals.

4 Responsibilities

- 4.1 The Head of Human Resources and Organisational Development is responsible for the content and legal compliance of the procedure.
- 4.2 Heads of Service/Sector Development Directors and HR staff are responsible for the proper application of this procedure.
- 4.3 All staff are responsible for engaging in consultation and providing any ideas which can shape the change.
- 4.4 Quality approval check of the policy is the responsibility of the Head of Quality who will arrange for the policy to be published on the web.

5 **Linked Policies/Related Documents**

Redundancy procedure

6 **Relevant Legislation**

Employment Rights Act 1996

Transfer of Undertakings (Protection of Employment) Regulations 2006

7 **Change Proposals**

An initial proposal should be submitted to SMT for consideration, by way of an agenda item. The content of the proposal paper will vary according to circumstances but SMT require it to contain the following information:

- The area(s) affected.
- An outline of the issue requiring resolution.
- The initial solutions for consideration.
- Benefits/cost analysis for each solution.
- A recommendation and rationale.
- A description of how the preferred solution meets the colleges vision, mission and values.
- Potential impact on the department establishment.
- Impact/resource required from other departments eg other teams that are required as part of the consultation process.
- Equality Impact Assessment.
- Implementation plan and timescale (inclusive of selection criteria, job matching details and support mechanisms).

The proposal will be presented to SMT by the relevant Sector Development Director or Head of Service. SMT are required to approve the rationale for the change and may rule out any solutions in the paper at this point. If approval to progress to the next stage is granted, consultation will proceed.

All proposals should be developed in conjunction with HR and with all financial projections confirmed by finance.

The change proposal should have the support of the relevant SMT member.

8 **Collective Consultation Process**

If the Outline Change Proposal is approved by SMT it will be approved to proceed to the next stage of consultation.

Collective consultation will consider ways in which any potential redundancies or contractual changes could be avoided, reduced or the effects minimised and takes place with the recognised trade unions.

Title: Organisational Change Procedure

Version/Status: 1.0 / Approved

Approved By/Date: BoM/ May 2019

Effective Publication Date: July 2019

Owner: Depute Principal

Lead Author: Head of HR and OD

Review Timing/Date: 3 years/ 2022/23

The Change Proposal will be sent to the relevant union(s) together with a letter outlining the following details:

- a The reasons for the change proposal.
- b The numbers and descriptions of members of staff potentially affected by the organisational change proposal who may be at risk of redundancy.
- c The total number of employees of that description employed at Perth College UHI.
- d The proposed method of selecting any members of staff who may be at risk of redundancy.
- e The proposed method of carrying out any dismissals with due regard to agreed procedure, including the period over which dismissals are to take effect.
- f Confirmation of the method of calculation of redundancy payments for members of staff who may be dismissed (Statutory Redundancy Pay).
- g The length of the consultation period, determined by the number of employees affected by the organisational change proposal, at least 30 days when the proposal affects less than 100 staff and 45 days when the proposal affects more than 100 staff.

The change proposal will be placed on the agenda of the next JNC and Staff Consultation Forum meeting and further documentation and/or updates will be provided to the appropriate union(s) throughout the collective consultation period. If the next JNC and Staff Consultation Forum is not timely an extra-ordinary meeting will be convened to discuss the change proposal.

This will mark the start of the consultation period.

Perth College UHI is committed to undertaking meaningful consultation and defines this as:

- Commencing consultation with union representatives and affected staff when proposals are still at a formative stage.
- Providing detailed information which allows for the staff and unions to ask questions and respond with solutions.
- Providing project timelines that allow adequate time for staff and unions to meet and discuss options and receive responses to queries.
- Genuine consideration of all staff and union alternative suggestions and if these are not adopted the rationale for this will be provided.
- Attendance at the JNC by the Sector Development Director/Head of Service to ensure consultation takes place at a sufficiently detailed level.

Perth College UHI recognises the difference between communication and consultation and recognises communication is key in such circumstances. This will include providing updates at regular intervals and may also involve discussing potential projects before consultation takes place. As such, Perth College UHI will communicate whenever possible throughout the process.

9 Initial Staff Consultation

Consultation should take the form of both open meetings with all affected staff and individual consultation meetings. These meetings should be led by the Sector Development Director/Head of Service and HR will be in attendance. The relevant union(s) should be invited to attend also.

Perth College UHI recognises that this process will be difficult for all staff affected, as such, support services will be made available to affected staff throughout the consultation and implementation processes and beyond, if required.

9.1 Initial Staff Consultation – Open Meeting(s)

Immediately after the initial collective consultation notification takes place with the union(s) the Sector Development Director/Head of Service should hold an open meeting with all staff potentially affected by the change proposal. The rationale for the pool of staff affected will be explained and consulted upon if required.

An open meeting allows all staff to be communicated with simultaneously and questions to be raised and answered. Copies of all communications should be issued to staff who are not in attendance at the open meeting. Notes of the open meeting should follow and be issued to all affected staff. This is the start of a dialogue with staff, in order to contribute ideas, staff need to understand the drivers for this change, the ultimate goal and the parameters.

The open meeting should be in line with the standard organisation change presentation template, and should cover all applicable areas.

There may be several open meetings with potentially affected staff throughout the project, when there is a requirement to give a message or update to all staff, these should include all staff and notes should be issued.

Ideas should also be welcomed via email or in an anonymous forum.

9.2 Initial Staff Consultation – Individual Meeting(s)

Following on from the open meeting, individual consultation meetings should be scheduled in order to discuss with staff any individual implications but also as an opportunity for staff to provide ideas or ask questions, they may not have wanted to do publicly.

A meeting agenda should be agreed by the Sector Development Director/Head of Service and HR to ensure that all items are covered with all staff. The agenda template should be used as a minimum requirement for this meeting. All staff should be offered the opportunity to be accompanied at these meetings and HR should also be in attendance.

For staff who are absent, arrangements should be made to ensure a consultation meeting is conducted.

10 Stakeholder Consultation

Meetings should be set up with all key stakeholders to ensure that their views are represented and to ensure that no key impacts are missed. This should include HISA for any student facing impacts.

11 The Organisational Change Proposal

Following the consultation period a final change proposal should be presented to SMT for consideration. The final proposal should take account of all feedback received as part of the consultation process. The proposal should outline the following:

- The area(s) affected.
- An overview of the consultation process.
- The solutions considered with a recommendation and rationale for both the recommendation and those that are not the preferred option.
- Current organisational structure diagram and future diagram for all options.
- Benefits/cost analysis for each solution.
- A description of how the preferred solution meets the college's vision, mission and values.
- Impact on the department establishment for each solution.
- Impact/resource required from other departments eg other teams that are required as part of the consultation process.
- Equality Impact Assessment.
- Implementation plan and timescale (inclusive of selection criteria, job matching details and support mechanisms).

The proposal will be presented to SMT by the relevant Sector Development Director or Head of Service. SMT are required to approve the final model and may rule out the preferred solution in the paper at this point. If approval to progress to the next stage is granted, the implementation plan will proceed. The proposal should be written in consultation with HR and all financial figures should be checked by finance.

If SMT do not agree with the preferred option, further exploration of alternative options will be required.

12 Collective Consultation

This continues through the implementation process, and regular meetings should be held with the union(s)

13 **Staff Consultation – Open Meeting(s)**

As soon as reasonably practical after the final solution is approved, the Sector Development Director or Head of Service should schedule a meeting to confirm the solution, explain why alternative options have not been accepted, confirm next steps and the implementation process (job matching/selection process) and answer any queries. The union representatives should be invited to attend this meeting and HR should also be in attendance.

Copies of all communications should be issued to staff who are not in attendance on the day of the open meeting. Notes of the open meeting should follow and be issued to all affected staff.

14 **Staff Consultation – Individual Meeting(s)**

Following on from the open meeting, individual consultation meetings should be scheduled as soon as possible following the open meeting, in order to discuss with staff any individual implications but also as an opportunity for staff to provide ideas or ask questions, they may not have wanted to do publicly.

A meeting agenda should be agreed by the Sector Development Director/Head of Service and HR to ensure that all items are covered with all staff. The agenda template should be used as a minimum requirement for this meeting. All staff should be offered the opportunity to be accompanied at these meetings and HR should also be in attendance.

For staff who are absent, arrangements should be made to ensure a consultation meeting is conducted.

If required, staff should be placed at risk of redundancy during this meeting. Notes of this meeting should be provided and confirmation in writing, that they are "at risk of redundancy", if applicable.

15 **Communication – Stakeholders**

Confirmation of the final solution should be provided to stakeholders. This information should be restricted to high level information and discussions around new processes and timelines should commence.

16 **Selection for Redundancy**

The selection for redundancy process should be part of the collective and individual consultation process and should take account of the need to retain particular skills and knowledge.

The criteria should be objective and may include, but not limited to; job matching, matching of hours, interviewing staff or a selection matrix with a transparent process. All selection processes should be developed in conjunction with HR and consulted upon with the unions.

16.1 Job/Hours Matching

If job matching is identified as the way by which at risk staff will be appointed into roles. The new job descriptions should have descriptions of duties and a person specification detailing essential and desirable criteria. This should also take account of preferences indicated at individual consultation meetings.

The process of matching should be agreed and staff should be notified in advance of this. The actual matching should be documented so that all staff can be provided with reasons for matches or non matches.

The college supports a 70% match for job/hours matching, unless a business case is approved for a different match. This should take account of weighted duties and essential and desirable criteria.

16.2 Interviewing Staff

If interviews are identified as the way in which staff will be appointed into roles, the interviews should focus on the requirements of the new roles and the weightings assigned to the job descriptions and person specifications. Post interview, applicants will be scored based on their performance and the highest scoring candidates will be appointed. Feedback on interview performance will be provided to all candidates.

An HR representative must sit on all interviews under these circumstances.

16.3 Selection Matrix

The selection criteria for the matrix would be agreed prior to individual consultation meetings and as such the process made clear to staff at these meetings.

The application of the criteria must be documented so that all staff can see where they have scored against each criteria.

The following criteria may, as appropriate, be included to be considered against the relevant job description:

- Knowledge, skills and experience.
- Subject matter expertise.
- Attendance.
- Disciplinary record.
- Performance.

17 Individual Outcome Meeting

Once the decision is made about people who will be offered which posts in the new organisation structure (job matching/selection) and those who will be placed in a redundancy situation, if applicable, the Sector Development Director or Head of Service should arrange individual outcome meetings. All staff should be offered the opportunity to be accompanied at these meetings and HR should also be in attendance.

For staff who are absent, arrangements should be made to ensure an outcome meeting is conducted.

Notes of this meeting should be provided and confirmation of the outcome in writing should be provided at the meeting. If applicable, this letter should provide notice of termination by reason of redundancy and include the appeals process.

Following this meeting conditional offer letters will be issued to staff, subject to the outcome of any appeals made by staff who have been given notice of redundancy.

18 Evaluation

A lessons learned review should take place with HR and this will be held in a central repository in HR to be reflected upon for future organisational change projects.

A review of the organisation change should be conducted by the Sector Development Director or Head of Service twelve months following the implementation. The purpose of this is to ensure that the change is fit for purpose, is effective and meeting the business benefits outlined in the proposal. This review should be submitted to SMT for information.