



Keele University

# Management of Staff Affected by Change Policy and Procedure

## Human Resources Department

Lead Director: Director of Human Resources & Student Services
Date ratified by Council: 4 <sup>th</sup> November 2010
Procedure issue date: 4 <sup>th</sup> November 2010
Procedure to be reviewed every 2 years. Date of latest review: 1 August 2014 Date of next review: 2016/17

## **1. INTRODUCTION**

- 1.1 Keele University needs to be able to adapt to changing circumstances, and from time to time the University will need to consider changes to its staffing structure or skills mix in order to meet its strategic and other obligations.
- 1.2 It is University policy to ensure, as far as possible, security of employment for its staff. However, where structural changes (arising from financial, organisational, scientific, technical, market or other factors) are either required or proposed, the University will take all practical steps to minimise the adverse effects on members of staff by following the aims of this Policy.
- 1.3 This Policy reflects this commitment and provides a framework for managing change effectively, fairly and consistently, through planning, consultation, and communication and in accordance with established good practice and employment legislation and with full regard to the University's Equal Opportunities Policy. This policy supersedes all other organisational change policies which may have previously applied.
- 1.4 The guidance and change principles set out in this policy document apply to all staff. For staff whose employment is governed by the University Statute 31, the provisions of that Statute, as may be amended from time to time, will also apply and take precedence where appropriate<sup>1</sup>.
- 1.5 The University is committed to ensuring that the effect and application of this Policy accords to the commitments set out in its Equality and Diversity Strategy and will monitor this as appropriate

## **2. PURPOSE OF PROCEDURE AND OVERVIEW**

- 2.1 University line managers must regularly review staffing requirements in the light of current or anticipated changes in service needs as a means of ensuring that the staffing structures and skill sets are appropriate, and as a basis for maintaining the highest standards of excellence.
- 2.2 A review of service requirements may result in the need to change existing structures and functions and, in certain circumstances, may impact on the number and type of staff required in particular areas of work. Line managers should review their area of responsibility regularly to ensure that they are meeting the needs of the University as effectively as possible:
  - (a) Where there are relatively minor changes to working practices, line managers may implement adjustments to duties in accordance with the best practice guidance set out in Section 3.
  - (b) Where there is an organisational restructure that may result in significant job change and/or redundancies, the process in Section 4 should be followed.

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<sup>1</sup> This is applicable to situations in which removal from office is contemplated.

### **3. MANAGING MINOR CHANGE**

- 3.1 It is recognised that in order to meet changing service needs more effectively, there may be occasions where managers need to implement relatively minor changes to working practices. Reasonable minor changes and adjustments to duties and working practices may be implemented without recourse to the formal procedures in this document. Examples of minor changes include: implementation of different methods of carrying out tasks; introduction of new technology and/or changes in duties within the remit of the post.
- 3.2 While formal consultation is not required for minor change, staff should still be consulted about changes that have an impact on their work. Managers should meet with staff either individually or collectively to explain the reasons for the need to implement any minor changes and to ask for views before implementation. Should there be any concerns about the proposed changes, staff may wish to be accompanied by a Trades Union representative or colleague at a meeting to discuss changes to duties and working practices.
- 3.3 Managers should seek advice from their Link Human Resources Team when reviewing minor changes that will have an impact on their staff.

### **4. MANAGING CHANGE DUE TO ORGANISATIONAL RESTRUCTURE**

- 4.1 The following stages will be followed where it is considered necessary to restructure a School/Department/Unit/Section, or where proposed changes are likely to substantially impact on the role of an individual member (or of groups) of staff, or where staff may be at risk of redundancy.
- 4.2 The University is committed to avoiding compulsory redundancies. However, where reorganisation or change proposals may lead to the possibility of redundancies, there are additional provisions relating to information and consultation that must be observed. Reference should be made to the University's Staff Redundancy Procedure.
- 4.3 Stage 1 – Management Planning**
- 4.3.1 Managers considering organisational change that may impact on staff should prepare a comprehensive consultation paper, with input from Human Resources.
- 4.3.2 The consultation paper should contain the following details:
- (a) Details of the current position including staffing structure;
  - (b) The need for change and the rationale behind the change, including the shortcomings of the existing arrangements;
  - (c) The options that have been considered;
  - (d) The proposals for change (including the proposed staffing structure, if envisaged prior to consultation);
  - (e) The benefits of these proposals;

- (f) The financial and staffing implications of the proposals, including the number and grades of staff affected, and (where applicable) the proposed methods of job matching and selection of those staff who may be placed 'at risk';
- (g) Equality Impact Assessment considerations;
- (h) Details of the proposed consultation timescale, schedule of meetings and proposed timescale for implementation of the revised structure;

#### **4.4 Stage 2 - Consultation**

- 4.4.1 There will be appropriate consultation with staff and recognised Trades Unions to gather views and comments as a basis for informing management decision-making. Where appropriate, such consultation will conform to the statutory requirements and reference should be made to the University's Staff Redundancy Procedure.
- 4.4.2 The purpose of the formal consultation meeting(s) with staff and Trades Unions will be to:
  - (a) receive and where possible address any questions on the proposals for change;
  - (b) consider any comments or views on the change proposals as a basis for determining any final decision to proceed or otherwise;
  - (c) seek to agree relevant change processes, timescales and communication routines.
- 4.4.3 Consultation will be meaningful and with a view to reaching agreement on the way forward. The manager will provide information that is necessary for staff and Trades Unions to make an informed contribution to the consultation process. Updates may be circulated to staff throughout the consultation period.
- 4.4.4 Each member of staff whose role may be affected by the change, and the recognised Trades Union for the group of staff affected, will be provided with a copy of the consultation paper. This will include an explanation of the business case for change. Staff who are absent from work (due to maternity, sickness or other leave) will be sent a copy of the consultation paper to their home address in order that they can participate in the consultation process.
- 4.4.5 One-to-one meetings may be arranged with individuals whose jobs are likely to be directly affected as a result of the proposals.
- 4.4.6 Relevant union representatives and/or HR staff will also be invited to attend all group consultation, and may also attend individual consultation meetings, as required, if their presence is requested. Staff may instead choose to be accompanied by a University employed colleague at individual consultation meetings if they so wish.

#### **4.5 Stage 3 - Decision to proceed**

- 4.5.1 At the conclusion of the consultation process the Head of School/Department/ Unit/Section, in conjunction with the relevant Dean or Director, will consider all comments and make a decision on the way forward. This decision, with reasons for the decision, will be confirmed in writing.
- 4.5.2 All staff affected by the change and the relevant Trades Unions should be notified of any decision to proceed, and confirmation of the change procedures to follow.
- 4.5.3 Where a member of staff is affected by the decision to proceed, he or she will receive details of the process to move from the current structure to the new structure. This will include:
- (a) Relevant job-matching arrangements;
  - (b) The selection arrangements where staff will be considered for 'different' posts, or where there is a diminishing number of 'same' posts;
  - (c) Possible time scales and arrangements for further individual consultation;
  - (d) Arrangements for seeking alternative work;
  - (e) Details of the University's Salary Protection Scheme, where applicable;
  - (f) Assistance to be given to staff likely to be adversely affected by the change, including (where applicable) career counselling and reasonable time off to be given to seek other employment, or undertake training.
- 4.5.4 Where the proposals for change result in staff being placed at risk of redundancy, the University will explore all possible redeployment opportunities. Reference should be made to the University's Redeployment Procedure.

## **5. ADDITIONAL INFORMATION**

- 5.1 As a general principle, the Policy will be reviewed by the HR Department, in consultation with recognised Trades Unions after two years or where operational and/or legislative requirements change.
- 5.2 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.
- 5.3 Other Procedures referred to in this Policy are:
- (a) Staff Redeployment Procedure
  - (b) Staff Redundancy Procedure
  - (c) Pay Protection Policy
- 5.4 Further guidance on the application of this Policy is available from Human Resources.