

Organisational Change Policy – Employee Summary

1. Introduction

This guide is a summary for employees of the Organisational Change Policy. Further details are available in the Policy and associated Guidance, which includes frequently asked questions, definitions and a process flowchart. Links are provided below:

- Organisational Change Policy:
www.hr.admin.cam.ac.uk/policies-procedures/organisational-change-policy
- Organisational Change Guidance:
<http://www.hr.admin.cam.ac.uk/policies-procedures/organisational-change-guidance>

Please note that although this summary refers to redundancies, not all organisational changes involve redundancy and the University has made a commitment to avoiding compulsory redundancies wherever possible.

2. What is organisational change?

“Organisational change” refers to situations in which teams or services are restructured in such a way as to impact directly on the terms and conditions, scope and/or nature of individual roles. This may include mergers, re-structuring or introducing materially different working practices.

3. The University’s commitment to you

- If you are facing change, redundancy or redeployment within your institution, the University will take all reasonable steps to support you, to minimise adverse impacts of change and to ensure that you are provided with the tools and support to cope with change effectively and maintain your wellbeing.
- The University is committed to communicating openly and transparently and will undertake meaningful consultation with you and any representatives you may have.
- The University is committed to avoiding compulsory redundancies wherever possible. However, in the event that a redundancy situation arises, the University is committed to minimising and managing their impact.
- You have the right to be accompanied to formal consultation meetings by either a trade union representative or a colleague who is an employee of the University.
- If you feel that you have been treated unfairly under any section of the Organisational Change Policy, please raise the matter with your manager, Head of Institution, HR School Team and/or Trade Union. Ultimately, you have the right to raise the matter through the relevant grievance procedure for your staff category.

In turn, you are encouraged to recognise and understand the organisational requirements that drive change and the importance of being responsive, flexible and open to the need for change to support the future success of the University.

4. Procedure summary

There are four key steps set out in the Policy for implementing change:

- Step 1 – Planning and proposals
- Step 2 – Consultation and communication
- Step 3 – Implementation preparation
- Step 4 – Concluding the change period and next steps

A summary of each step is provided below (further details are set out in the Policy and Guidance):

Step 1

Under **Step one** your institution will be considering whether change is needed. This may involve a review of the current structure, the roles and activities undertaken within the institution and consideration of future needs. Depending upon the nature and scope of the change, you may be involved directly in this review or you may be informed that it is taking place and the outcomes shared with you. Early informal discussion with the trade unions or other employee representatives on the proposed options for change will also take place.

At this stage a lead manager will be appointed who will be responsible for conducting the initial review, preparing a business case, communicating and consulting with staff and trade unions, undertaking an equality assessment and obtaining any necessary University approvals for the change.

Step 2

Under **Step two** the lead manager will be working closely with the HR Division to clearly map out the change process. This will involve a change period split into two parts: a formal consultation period (which will be a minimum of 30 days) and an implementation preparation period. The minimum length of the change period will be dependent on the number of employees directly affected by the change, see the table below:

Number of employees affected	Consultation	Implementation preparation	Total change period (including consultation and implementation preparation)
1 - 2	First 30 days	Next 30 days	60 days
3 - 19	First 30 days	Next 60 days	90 days
20 - 100+	First 45 days	Next 45 days	90 days

The change period will commence on the date the consultation exercise is launched at which point you will be provided with a copy of the business case or consultation document and depending upon the nature of the change, invited to an employee briefing session or consultation meeting.

Depending upon the size and scope of the proposed change and the impact it may have on your role, you may be invited to a combination of individual or group meetings and discussions may also take place with your trade union, if you are a member, or other employee representatives. Individual consultation will typically include a minimum of two meetings at which you may be accompanied by either a trade union representative or a colleague who is an employee of the University. These meetings are your opportunity to discuss what the proposed organisational change may mean for you and your role. You will be encouraged to provide feedback on the proposals so that your institution can consider your views before making any final decisions. If you are absent from work you will be asked how you would like the consultation to be conducted, for example, by way of meetings at a neutral venue, by telephone or in writing.

You will be advised at this stage if your role is at risk of redundancy, the process that will be followed and any alternative options that are available to you. Your ideas on the proposed change, including any practical means of mitigating or avoiding redundancy, will be given genuine consideration and reasoned responses provided as appropriate. No final decision will be taken until after the consultation process is completed. You may also request an estimate of any redundancy payment, if appropriate, during the

consultation stage. You will also be offered access to redeployment support and a bespoke career transition service (see Support below).

After the conclusion of the consultation period you will be advised that the formal consultation period has closed and what the new arrangements (e.g. the new structure) will be.

Step 3

Under **Step 3** your institution will be planning how to implement the organisational change. If a new structure is proposed you may be matched to or invited to apply for new or alternative roles. In some circumstances there may be the option to apply for voluntary redundancy, if this is appropriate. There are specific legal requirements whereby employees at risk of redundancy are given the chance to apply for alternative roles before they are offered more widely.

The lead manager will decide on the appropriate assessment method and selection criteria for allocating employees to roles in the new structure, having consulted with you and any representatives you may have. These methods will be fair, objective and valid for the role(s) in question and applied consistently.

You will continue to be offered support during step 3 and if there is anything you wish to discuss please contact the lead manager, your Departmental Administrator (or equivalent) or the relevant HR School Team.

You will be informed of selection outcomes and, where appropriate, any remaining options to mitigate redundancy. You will also receive written confirmation of the outcome and, if appropriate, notice of redundancy in accordance with the Policy.

Step 4

Under **Step 4** you will be informed in writing if your post is to be made redundant (if this has not taken place under step 3) and offered early release from the University's employment should you wish to, with basic pay in lieu of notice (PILON) to enable you to maximise your ability to seek alternative employment. Such payments will be subject to tax and NI. You have a right to appeal against a decision to be dismissed on grounds of redundancy in accordance with the relevant procedures, details available at: www.admin.cam.ac.uk/offices/hr/policy/grievance/

Work will then commence on implementing the organisational change. This will depend upon the type of change but may include re-launching activities and communications, introducing new services, arranging handover activities, arranging team building or training on new processes

You may be asked to participate in a post-change review to evaluate whether the objectives have been met and identify any areas where further work or support is required, identify lessons learnt and celebrate successes.

At this point you may be performing a new role, have been redeployed to a new area, be developing new skills or working with new team members, systems or processes. Whatever the nature of the change, you should be involved in or regularly updated on the implementation process and offered on-going support.

5. Support

If you are placed at risk of redundancy due to organisational change the following support will be made available to you:

- **Redeployment support**
The University will do all that is reasonably practicable to assist you in finding alternative employment. Support will be offered as early as possible and for the full duration of the change period and can include: advice and assistance in preparing job applications, updating CVs, writing covering letters and interview preparation. You will also be provided with details of where the University advertises its vacancies. A list of current vacancies can be sent to you if

you do not have access to a computer. A summary of your skills, experience and the type of role you are looking for can also be sent to relevant departmental administration staff to be matched with any vacancies that may arise.

- Career transition service
This confidential and impartial service aims to provide you with the tools, resources and confidence to conduct an effective job search and/or to consider new career options such as exploring interim work, self-employment, setting up a consultancy, re-training or preparing for semi or full retirement. If you are placed at risk of redundancy, you will receive a confidential referral to a personal career coach for an initial face to face meeting, after which you can tailor your own individual support package to meet your particular needs. This may include further one to one coaching sessions, attending training days run locally, CV drafting support, presentation/interview techniques and access to specialist research and job search databases. You will also receive access to on line careers tools and a confidential telephone counselling service. Full details can be provided by the relevant HR School Team.
- You will also be entitled to a reasonable amount of paid time off to look for alternative employment, including outside the University, and to attend interviews or training that is relevant for future employment. Please follow the normal processes for notifying your manager of planned time-off.

Other relevant policies and support:

- Pay Protection www.admin.cam.ac.uk/cam-only/offices/hr/policy/pay/
- Redundancy pay: notes of guidance www.admin.cam.ac.uk/cam-only/offices/hr/contracts/redundancy.html
- Assistant Staff Employment Protection Code (can be provided in hard copy on request from your HR School Team).

The following support services are also available:

- Staff Counselling Service www.counselling.cam.ac.uk/
- Wellbeing portal www.hr.admin.cam.ac.uk/hr-services/wellbeing
- Careers service www.careers.cam.ac.uk/
- Redeployment support www.admin.cam.ac.uk/offices/hr/policy/redeployment/
- PPD training and development www.ppd.admin.cam.ac.uk/
- Occupational Health www.oh.admin.cam.ac.uk/
- Trade unions www.hr.admin.cam.ac.uk/hr-staff/trade-unions