

# Management of Organisational Change Policy

W24

**Additionally refer to:**

- Protection of Pay**
- Reimbursement of Travel, Accommodation and Subsistence Expenses**
- Job Evaluation**
- Redundancy Policy**
- Guidelines for Managing Alternative Employment**
- Flexible Working Policy**
- Recognition Agreement**

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## Policy on a Page – Key Points

The purpose of this policy is to set out the Trust's approach to the management of organisational change and the procedures that should be followed by managers wishing to implement organisational change. The aim of the policy is to both support staff and enhance the provision of patient care.

Not every change which takes place in procedures, systems or practices, whether on a ward or in an office or department, will involve a formal plan being developed or necessitate formal consultation with staff and their Trade Unions/Professional organisations (TUPO) representatives.

The Trust commits itself to meaningful and appropriate consultation with TUPO representatives and staff affected by organisational change. This is with a view to reaching agreement on the way forward although there will be times when organisational change will need to proceed without a consensus being reached on all issues. The timing and extent of consultation will be proportionate to the degree of proposed change, the number of staff affected and the impact on individuals.

The policy recognises that:-

- Change can cause concern and uncertainty and should therefore be managed fairly and consistently.
- Employees will receive notice of any organisational change which may affect their futures, as soon as is appropriate. Robust methods are needed for consultation and engagement of staff and their representatives, observing legislative requirements.
- There is a need for openness in consultations with TUPO representatives however in some situations there may be a need for confidentiality (e.g. of commercial and service consequences).
- Employees will be treated as individuals with due regard to their personal and employment circumstances and their career aspirations.
- Employees will have the right to be accompanied by a TUPO representative or workplace colleague at 1:1 meetings to discuss the organisational change. Family members or partners who are also employed by the Trust are not able to accompany an individual unless they are required to assist with disabilities or language difficulties or any other extenuating circumstances.
- Employees will receive reasonable training and development to meet new skill requirements and to identify new career opportunities if applicable. Paid time will be given to attend training and development activities if appropriate.
- The risk of redundancy within the Trust will be minimised by ensuring that all other options are considered before any member of staff is made redundant.
- Employees have the right of appeal against any actions taken by the Trust, where they consider they have been treated unfairly or unreasonably.

Please see section 9 for details of the Trust Consultation Procedure

## 1. Document Statement

- 1.1 The purpose of this policy is to set out the Trust's approach to the management of organisational change and the procedures that should be followed by managers wishing to implement organisational change. The aim of the policy is to both support staff and enhance the provision of patient care.
- 1.2 The Trust actively manages its services to provide the most effective health care for patients and staff within its resources. It recognises that as a result, changes may need to be made to the Trust's organisational requirements. This policy applies to all staff employed by the Trust, including those staff on a leave of absence e.g. maternity, adoption leave, long term sick. It does not apply to Trust Board Directors, agency staff, bank workers, or other individuals who are not directly employed by the Trust. It will be applied consistently and equitably to all staff. External secondees temporarily working with the Trust may be included in any change dependent upon the nature and duration of their secondment or secondments may be ended early in line with the secondment policy. Staff seconded out of the Trust will be consulted with in line with this policy.
- 1.3 Not every change which take place to procedures, systems or practices, whether on a ward or in an office or department, will not require a formal plan being developed or necessitate formal consultation with staff and their Trade Unions/Professional organisations (TUPO) representatives. Therefore this policy does not cover changes such as:
- the implementation of changes to national terms and conditions
  - changes initiated by an individual
  - matters that should be handled by personal consultation to vary an individual's terms and conditions
  - the normal and ongoing changes initiated by management to the allocation of duties within a team or variation to an individual's terms and conditions e.g. following changes in the team membership, service needs, to meet training plans etc.
  - changes to accommodation within a single hospital site, such as within the RSH site.
  - change of the reporting line for a service or part of a service or an individual that does not otherwise affect roles and responsibilities within that service

However, Line Managers will be expected to communicate minor informal changes to staff before implementation.

- 1.4 This policy does **not** apply to situations in which staff are to transfer to a new employer under TUPE or a Transfer Order. TUPE transfers will need to be carried out in accordance with the Transfer of Undertakings (Protection of Employment) Regulations (commonly referred to as "TUPE"). In all TUPE situations managers must refer to HR for guidance as early as possible and before any action is taken.
- 1.5 Whilst this policy does not apply to staff transferring to an alternative employer under TUPE or a Transfer Order, they will have the right to be formally consulted with regarding the changes and will be entitled to be accompanied by an accredited TUPO representative or by a colleague employed by the Trust at any formal meeting with management relating to such a change.

## 2. Overview

- 2.1 In order to meet changing business needs more effectively, there may be occasions when managers need to implement relatively minor changes (e.g. slight alteration to shift start or finish times, changes to shift patterns). Minor changes and adjustments to duties and working practices may be implemented without recourse to the formal

procedures but will require reasonable consultation with staff affected, in these circumstances staff are encouraged to discuss with their TUPO representative. If during initial discussions there are staff who raise concerns with regards to the proposed change, staff side and HR must be consulted.

- 2.2 This policy outlines the steps to be taken to facilitate major organisational change. Major organisational changes will include but not limited to the reorganisation, relocation to another site, merger, expansion or closure of a service, competitive tendering, restructure or a major change in working practice. All such changes will be conducted in accordance with this document which incorporates best practice and legal requirements and aims to provide a framework for common understanding for managers, staff and TUPO representatives.
- 2.3 For matters which affect more than one care group or department, affect the Trust as a whole or may result in redundancy will be required to follow this policy. Discussions will be held at the Joint Negotiating and Consultative Committee (JNCC) and Local Negotiation Committee (LNC).

### 3. Definitions

<b>Care Group Meetings</b>	The purpose of these meetings are to enable Care Group management decision makers and relevant TUPO representatives to share information about care group change and transformation projects.
<b>Employees At Risk</b>	Employees whose posts may potentially be redundant as a result of organisational change if suitable alternative employment cannot be found.
<b>JNCC</b>	Joint Negotiating and Consultative Committee.
<b>Major organisational changes</b>	Includes but not limited to the reorganisation, relocation, merger, expansion or closure of a service, redundancy, competitive tendering, or a major change in working practice.
<b>Pay Protection</b>	The safeguarding of pay for those individuals whose terms and conditions are adversely affected by organisational change. Refer to Protection of Pay Policy.
<b>Redeployment (Alternative Employment)</b>	The process of supporting employees to find suitable alternative roles within the Trust when their own role is At Risk.
<b>Redundancy</b>	Redundancy is defined by the Employment Rights Act 1996 as “an employee who is dismissed for redundancy if the dismissal is attributable wholly or mainly to the fact that <ul style="list-style-type: none"> <li>• The employer has ceased, or intends to cease – (i) to carry on the business for the purposes of which the employee was employed by him/her, or (ii) to carry on the business in the place where the employee was so employed</li> </ul> or <ul style="list-style-type: none"> <li>• The requirements of that business – (i) for employees to carry out work of a particular kind, or (ii) for employees to carry out work of a particular kind in the place where the employee was employed by the employer have ceased or diminished or are expected to cease or diminish”</li> </ul>
<b>Ring fencing</b>	The process by which employees At Risk will be

	considered for a post in a new staffing or management structure which is similar to their current post and where there are more people than there are posts.
<b>Slotting In</b>	The process by which Staff At Risk are confirmed into a post in a new structure which is similar to their current post and where that individual is the only contender for that post.
<b>Suitable Alternative Employment</b>	Work within the organisation that is on broadly similar terms and within the same range of skills required as the current employment where the individual meets the essential criteria of the person specification. This will usually be on the same band or one band lower than the substantive post.
<b>Trial Period</b>	A period of 4 weeks when the employee undertakes the new role enabling both the manager and employee to assess the suitability of the post as alternative employment. In exceptional circumstances this could be shorter or longer with appropriate agreement from both parties.
<b>TUPE</b>	Transfer of Undertaking (Protection of Employment) Regulations 2006.

#### 4. Equality and Diversity

- 4.1 An EIA must be completed for all change management papers (Appendix C).

#### 5. Principles

- 5.1 The policy recognises that:-

- Change can cause concern and uncertainty and should therefore be managed fairly and consistently.
- Employees will receive notice of any organisational change which may affect their futures, as soon as is appropriate. Robust methods are needed for consultation and engagement of staff and their representatives, observing legislative requirements.
- There is a need for openness in consultations with TUPO representatives however in some situations there may be a need for confidentiality (e.g. of commercial and service consequences).
- Employees will be treated as individuals with due regard to their personal and employment circumstances and their career aspirations. Employees will have the right to be accompanied by a TUPO representative or workplace colleague at 1:1 meetings to discuss the organisational change. Family members or partners who are also employed by the Trust are not able to accompany an individual unless they are required to assist with disabilities or language difficulties or any other extenuating circumstances.
- Employees will receive reasonable training and development to meet new skill requirements and to identify new career opportunities if applicable. Paid time will be given to attend training and development activities if appropriate.
- The risk of redundancy within the Trust will be minimised by ensuring that all other options are considered before any member of staff is made redundant, in exceptional circumstances this may include ring fencing of promotion opportunities linked to the change.
- Employees have the right of appeal against any actions taken by the Trust, where they consider they have been treated unfairly or unreasonably.

## **6. Roles and Responsibilities**

### **6.1 Trust Board**

Trust Board has responsibility to oversee this policy and ensure that appropriate processes and actions are in place and to avoid any unnecessary redundancies.

### **6.2 Directors / Associate Directors / Heads of Service / Care Group Directors / Assistant Chief Operating Officer**

The Management Team are responsible for ensuring their service undertakes effective workforce planning, whilst considering financial implications. This will determine existing and future staffing needs and skill mix for their service, leading to the efficient use of the workforce, minimising the risk of job losses and providing greater job security. It is for the Management Team to agree the need and identify any organisational change requirements.

### **6.3 Human Resources**

Human Resources are responsible for providing advice, support and guidance throughout the whole process. To provide support where necessary at group consultation meetings and individual one to ones. They will maintain the alternative employment register and work with line managers to ensure employees are made aware of suitable alternative posts. In the event of redundancy they will provide all necessary paperwork in a timely manner and notify relevant government departments and other statutory bodies as necessary.

### **6.4 Line Managers**

Line Managers are responsible for obtaining relevant approval from senior management and finance with regards to the proposed change. They will lead the organisational change. This involves liaising at an early stage, with TUPO representatives and the staff directly affected by the change including those on leave of absence e.g. maternity, adoption, long term sick. They will work with Human Resources to ensure effective engagement and communication with employees, around vacancies. Line managers will also be responsible for ensuring that all affected staff are communicated with regularly and that all documentation associated with the change, is completed within a timely manner and shared with all affected staff.

### **6.5 Trade Unions/Professional organisations (TUPO)**

Trade unions play a vital role in advising and representing staff undergoing organisational change and in working with managers and Human Resources to ensure the change is managed with the least disruption to services, to patients, and in accordance with the principle of avoiding compulsory redundancies, wherever possible. Trade unions will be notified of proposed organisational changes and will undertake consultation with them in line with legal requirements. They will be required to provide support to their members, where requested, throughout any organisational change process. Line Managers, Human Resources and Staff Side will liaise to ensure that meetings are held in a timely manner, avoiding delays which may result in increased anxiety for the staff affected. For avoidance of doubt these representatives do not include individuals acting in a legal capacity.

### **6.6 Employees**

All staff have responsibility for engaging with the process to ensure effective communication. They need to respond in a timely manner to communications from their



Line Manager and/or Human Resources to undertake trial periods and give proper consideration to offers of suitable alternative employment. For further information on suitable alternative employment please refer to the Alternative Employment Policy.

Staff At Risk, along with support from their Line Manager and Human Resources, must register with NHS jobs (alternative options may be appropriate) and take responsibility for seeking employment as part of the process. They will inform their line managers of any personal circumstances that may prevent them from adapting to the changes.

## 6.7 Organisational Development

Organisational Development (OD) are responsible for providing advice and guidance to support teams through change. OD design and deliver bespoke team based solutions to identify needs, build resilience and support people through change.

Coaching and mentoring is available to support staff going through a change process. Where staff are applying for a post either within the Trust or an external vacancy then specific group or individual support can be provided. This may include assistance in writing applications, developing CV's and preparation for interviews.

## 6.8 Staff Psychological Service

The Staff Psychology Service is available to support any member of staff who is experiencing emotional distress in relation to a work-related issue. Individuals wanting to access their support can refer themselves by emailing: [sath.staffpsychology@nhs.net](mailto:sath.staffpsychology@nhs.net) or a manager can refer on their behalf. Information about the service is also available on the intranet: [SaTH Intranet - Staff Psychology Service](#)

## 7. Planning for Change

7.1 When planning a change that requires consultation, the Line Manager must complete Appendix B (Part A) – Proposal Paper and Appendix C (EIA) and forward this with their Workforce Business Partner. These will be discussed within the Care Group meetings or if required sooner, arranged by local agreement between the Care Group and Staff Side. The Care Group, in partnership with staff side, will make a decision with regards to whether this policy applies to the proposed change. If the change is considered relatively minor, managers will talk directly with the affected staff and the accredited TUPO representatives and start the implementation process. If the change is considered within the remit of section 2.2 then procedural steps within section 9 will need to be followed. In this situation the Manager will liaise with Human Resources and Staff Side to complete the proposal paper that summarises the key elements of the change required (Appendix B Part B). Once completed the proposal paper will be shared with staff and their TUPO representatives.

7.2 Where a change to organisational structure, skill mix or other major change is being planned, the proposal will be approved in principle by the Director/Head of Service/Centre Manager/Care Group Director/Assistant Chief Operating Officer before it is presented to TUPO representatives and staff.

7.3 **If it is identified that redundancies may be necessary, approval must be obtained from the Workforce Director as soon as possible and always before any 'at risk' letters are issued.**

## 8 Purpose of Consultation

8.1 The Trust commits itself to meaningful and appropriate consultation with TUPO

representatives and staff affected by organisational change. This is with a view to reaching agreement on the way forward although there will be times when organisational change will need to proceed without a consensus being reached on all issues. The timing and extent of consultation will be proportionate to the degree of proposed change, the number of staff affected and the impact on individuals.

- 8.2 The purpose of the consultation meetings with trade unions and staff will be:
- to discuss the reasons for the proposals
  - to address any questions on the proposal paper
  - to consider any comments or views on the proposal paper including any suggested alternative proposals before determining any final decision to proceed
  - to clarify any change processes and timeframes specific to the proposed organisational change
  - to discuss the appointment process for roles in the new structure including ring-fencing of jobs and slotting in of individuals to posts
- 8.3 Where appropriate working groups can be established to increase staff engagement in the proposed change with a view to support smooth implementation.
- 8.4 It is vital that communication is effective throughout this entire process. Change often causes anxiety, and poor communication can exacerbate this. Therefore it is important that the Manager responsible for implementing the change takes full responsibility for ensuring that all parties are effectively communicated with throughout the process and that any delays or problems are dealt with quickly.

## 9. Consultation Procedure

**Step 1** - Consider an outline plan of the proposed changes to be made, giving careful consideration to the reasons and the various options available. Complete Appendix B (Part A) – Proposal Paper and forward to your Workforce Business Partner.

**Step 2** – Discussions take place in the Care Group Meeting or discussed by local agreement between Care Group and staff side.

**Step 3** – Hold staff briefing to discuss and talk through ideas, gather initial thoughts for consideration (if not already discussed).

**Step 4** – Complete the change Proposal Paper using Appendix B (Part B) (if appropriate) and send to JNCC for information.

### Start of Formal Consultation

**Step 5** - Launch the proposal paper at a staff meeting, and circulate for local consultation. TUPO representatives should be invited to all staff meetings, along with HR representative(s). Write to all affected staff informing them of the proposed change and confirm start of formal consultation.

**Step 6** – Depending on the change consider Ring-fencing and Slotting In.

**Step 7** – Organise working groups so that affected staff can provide feedback and ask questions. Notes should be made capturing points discussed and distributed to all affected staff. This may be in the format of frequently asked questions to provide answers to the points staff have raised. Where appropriate organise individual 1:1 meetings and issue Record of 1:1 Discussion Forms to allow individuals to prepare for this. (Record of 1:1 Discussion Form can found in Managers Resources). Ensure all staff that are not at work due to sickness absence, maternity leave, secondment or any other reason, are included in all stages of the consultation process and receive all

relevant documentation. During the consultation process the proposal paper may be amended as a result of feedback received.

**Step 8** - At the end of the consultation period the manager will give full consideration to all comments received from staff and the TUPO representatives and will make a decision on the way forward. The Manager will write to all affected staff at the end of the consultation informing them of the implementation details and timeframes. An implementation paper (updated proposal paper) will be shared at the next JNCC meeting; however this will not delay the implementation of the change.

**Step 9** – Implement change. For all employees that remain at risk continue to support them through the redeployment process. If after the agreed timeframe suitable alternative employment has not been secured or offers not accepted then issue Notice of Redundancy. (please refer to the Alternative Employment Guide).

**Step 10** – Evaluate change and feedback to staff.

## **10. Time Periods for Consultation**

- 10.1 In all cases the Trust will allow sufficient time for meaningful consultation with staff and their TUPO representatives. The timing and extent of consultation will be proportionate to the degree of proposed change, the number of staff affected and the impact on individuals. Timescales could be extended or shortened during consultation based on feedback and discussion. In exceptional circumstances where changes need to be made very quickly, the trade unions will be briefed immediately and the verbal briefing will be followed by a written brief.
- 10.2 In a collective redundancy scenario, consultation will commence no less than the statutory time scales:
- where 20-99 redundancies are proposed consultation should commence at least 30 days before the first redundancy takes place
  - where 100 or more redundancies are proposed then consultation should commence at least 45 days before the first redundancy takes place.

## **11. The process for filling the posts in a new structure**

### **Slotting In**

- 11.1 This is the process by which Staff At Risk are confirmed into a post in a new structure. This needs to be similar to their current post and they need to be the only contender. Slotting in may occur where a post is in the same band as the individual's current post or where it remains substantially the same (usually defined as 70% the same) with regard to job content, responsibility, grade, status and requirements for skills, knowledge and experience. Slotting In would not normally result in a member of staff being offered a post at a higher band. Where exceptional circumstances apply to avoid redundancy this may be appropriate. However individuals must meet (or will meet with relevant support and/or training) the essential criteria in the person specification for the new role.

### **Ring fencing**

- 11.2 This is the process by which Staff At Risk will be considered for a post in a new staffing or management structure which is similar to their current post and where there is more than one contender for that post. In these circumstances a selection process will apply.
- 11.3 Selection criteria for all posts in the new structure (whether or not there is competition) must be non-discriminatory, fair, objective, clearly defined and based on the skills and

competency requirements of the post. The selection criteria must be made available with the consultation document.

- 11.4 Ring fencing would not normally result in a member of staff being offered a post at a higher band. Where exceptional circumstances apply to avoid redundancy this may be appropriate. However individuals must meet (or will meet with relevant support and/or training) the essential criteria in the person specification for the new role.
- 11.5 Staff who are offered posts will be deemed to have been offered suitable alternative employment by the Trust. This will be confirmed in writing by the manager. For staff that have been Slotted In or Ring fenced it will be expected that the posts offered are suitable alternative employment. The consequences of refusing suitable alternative employment may ultimately effect rights to redundancy pay (refer to section 13).
- 11.6 Any member of staff who is not appointed to a post in the new structure will be offered post-interview feedback, coaching and training where appropriate and has the right to appeal (see section 18).
- 11.7 Once Slotting-in has taken place, remaining staff will be considered to be At Risk. If they are unable to be placed into a suitable alternative post either within the revised structure or more widely in the organisation within a defined timescale, then they would be dismissed on the grounds of redundancy (see section 12.6 and Alternative Employment Guide).

## **12. Staff At Risk**

- 12.1 When changes in staffing levels or skill mix are proposed, leading to a reduction in the numbers of staff required, management will identify who and which posts are At Risk of redundancy.
- 12.2 The identification of being At Risk of redundancy is not a notice of redundancy.
- 12.3 Staff At Risk will be invited to a meeting(s) with their manager and TUPO representative or work colleague (see section 5.1) to:
  - discuss how the proposed changes affect the individual
  - explain why the individual is At Risk of redundancy
  - discuss ideas for avoiding redundancy dismissals and any suitable posts identified/offered
  - explore the possibility of redeployment, explain the process and if required be placed on the Trust's Alternative Employment Register
  - explain the arrangements for protection of pay and terms and conditions where applicable
  - offer support and assistance including and training and coaching opportunities
  - discuss any other relevant issues and processes which may include providing a redundancy payment estimate if requested
- 12.4 Following the meeting, staff At Risk will be given a letter to confirm their "At Risk" status and the key points discussed at the meeting.
- 12.5 Staff At Risk will be given prior consideration for posts within the new structure where they meet the agreed selection criteria. Where they are selected for a new post they will be given the offer in writing. Any training required will be discussed with the member of staff as part of the offer process. The appointment may be subject to a trial period.
- 12.6 Staff who have not been successful in securing a post in the new structure will be given notice of redundancy in accordance with the contract of employment. They will continue to be listed on the Trust's Alternative Employment Register until the expiry of their

notice period.

- 12.7 Staff At Risk will be given prior consideration for other posts that are or become vacant in the Trust during a specific organisational change. They will remain on the register until their last day of service. Staff At Risk will be required to register with NHS Jobs (alternative options may be appropriate) and apply for posts via that medium.
- 12.8 The displaced individual must proactively engage with the Trust in looking for alternative work in the organisation and should not unreasonably refuse to apply for positions that are suitable.
- 12.9 Implementation of the change will not be delayed by the redeployment period of an individual. Work arrangements for such an individual in this position will be determined by the manager leading the change process.

### **13. Suitable Alternative Employment (Managed in accordance with Trust Alternative Employment Guidance)**

- 13.1 Where staff remain displaced after consultation, priority will be given to finding potential suitable alternative employment within the Trust. In the first instance this will be at the same band or one band lower than the employee's substantive post prior to the organisational change. In this situation protection of pay will apply in accordance with the Pay Protection policy . However, the following points will be taken into consideration when establishing if a post is a potential suitable alternative:-
  - Any potential loss of status/profession
  - Location and cost of travel
  - Working environment
  - Current hours of work
  - The individuals personal circumstances
  - Skills, knowledge, experience and scope to retrain
  - Needs of service / skill mix

In exceptional circumstances the employee may choose to be redeployed to a post that is more than one band below their permanent post as opposed to the suitable alternative employment identified by the Trust. Please be aware that in these circumstances pay protection will not apply.

- 13.2 In situations where employees unreasonably refuse to participate in the change process or refuse an offer that is considered to be a suitable alternative all redundancy rights will be lost.
- 13.3 Where an offer of potential suitable alternative employment has been made that involves a different type of work, the employee is entitled to a 4 week trial period. In exceptional circumstances this could be shorter or longer with appropriate agreement from both parties.

### **14. Protection of Pay**

- 14.1 As an element of good change management practice, the Trust provides for the safeguarding of the pay of those individuals whose terms and conditions are adversely affected by organisational change. Full details are set out in the Protection of Pay policy.

### **15. Training for staff At Risk**

- 15.1 All staff At Risk and those under notice of redundancy will continue to have access to

training opportunities and are encouraged to take these up, if appropriate. Individuals should refer to their Manager, the HR Representative, or to their professional development lead who will assist in identifying suitable training opportunities.

15.2 It is recognised that some staff may move from one area of specialty to another and will, therefore, be moving into areas of work not fully covered by their training or recent experience. In these circumstances, appropriate preparatory training, induction and on-the-job supervised development on the basis of an agreed personal development plan will be provided.

15.3 It is not envisaged that staff will be required to undertake extensive re-training for new professional or occupational qualifications/registration. However, staff who wish to pursue such opportunities should raise this with their Manager/HR Representative.

## **16. Redundancy Arrangements**

16.1 Compulsory redundancy will only be considered after all potential suitable alternative employment has been exhausted. This includes undertaking any trials that have been offered within the process that have been deemed suitable.

16.2 Where compulsory redundancy is inevitable, it will be managed in accordance with the Trusts Redundancy Policy.

16.3 In a redundancy situation, staff will be given written notice of termination in accordance with contractual entitlements. Staff will normally be expected to work their notice period although the Workforce Director may use their discretion to authorise 'redundancy leave' In exceptional cases an individual under notice may request, in writing, to waive their entitlement to notice and leave on a mutually agreed earlier date with redundancy pay calculated up to the revised date of termination. All such requests should be referred to the Human Resources Team.

## **17. Support for Staff under Notice of Redundancy**

17.1 Where appropriate counselling may be provided. Other support may include assistance with writing applications, developing a curriculum vitae and interview preparation.

17.2 All staff under notice of redundancy are entitled to reasonable paid time off work during the period of notice to look for other employment (e.g. to attend interviews with potential employers) or to undertake training for future employment. Staff wishing to take time off for this purpose must obtain the prior permission from their Manager. Requests for time off will not be unreasonably refused but staff may be required to show prior evidence of appointments or interviews.

## **18. Appeals**

18.1 Staff will have the right of appeal in accordance with this procedure if:

- they feel that they have been unfairly selected for redundancy, or
- they feel that they have not been properly considered for a post within the Trust where they have been in competition with another employee, or
- they have been offered a post deemed by management as suitable alternative employment, which they do not consider to be suitable.

18.2 Any individual wishing to lodge an appeal must do so in writing to the next level of management no later than 14 calendar days after the decision complained of, stating what they consider to be unfair or unreasonable.

18.3 Wherever possible, appeals will be heard within 14 calendar days of the appeal being

lodged. No panel member will have previously been involved in the decision complained of.

- 18.4 Where the appeal is made by an individual in pay band 8c and above or by a doctor or dentist the Appeals Panel will include at least one Trust Board Director.
- 18.5 The employee will be notified in writing of their right to be accompanied at the hearing by their accredited TUPO representative or by a colleague (see section 5.1) from within the Trust.
- 18.6 The decision of the Appeal Panel is final and there is no further right to internal appeal.

## **19. Training needs**

The Trust acknowledges the importance of training for managers involved in the application of this policy and will therefore ensure that appropriate training and support is available from the Workforce Directorate before and during the process.

All managers are expected to disseminate information in relation to this policy to staff. Any staff involved in an organisational change will be directed towards this policy.

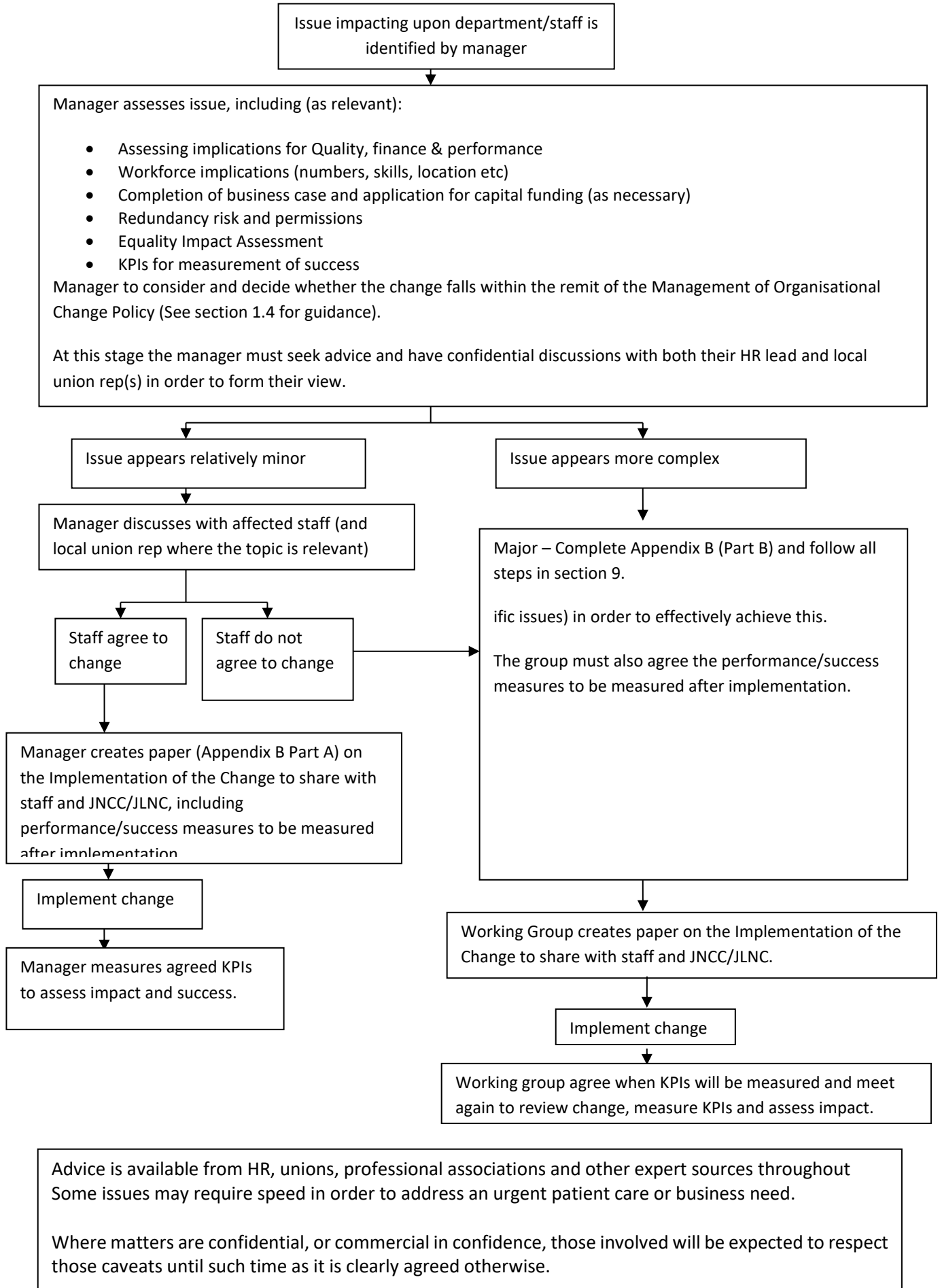
## **20. Monitoring and Review**

- 20.1 This document will be reviewed in 5 years of approval date, or sooner if legislative change dictates otherwise. In addition it will be reviewed in light of feedback and learning. In order that this document remains current, any of the appendices to the policy can be amended and approved during the lifetime of the policy without the document having to return to the ratifying committee.

## **21. Equality Impact Assessment (EqIA)**

- 21.1 This policy applies to all employees equally and does not discriminate positively or negatively between protected characteristics.

## Appendix A – Flow chart





**Appendix B – Proposal/Implementation Paper**  
**(Grey text should be removed during completion)**

**Part A**

Care Group:	
Department/Ward:	
Date:	
Completed by:	

<b>1. Brief Description of proposed case for Change:</b>
<ul style="list-style-type: none"> <li>- <i>Brief statement of problem/opportunity/need</i></li> <li>- <i>Description of current state/risk of not changing</i></li> <li>- <i>Degree of urgency</i></li> <li>- <i>What success will look like/what are benefits/opportunities</i></li> </ul>
<b>2. Why is the change being proposed?</b>
<ul style="list-style-type: none"> <li>- <i>Linked to patient care</i></li> <li>- <i>How will it improve quality of care/work life balance</i></li> <li>- <i>Reference any applicable changes to legislation</i></li> </ul>
<b>3. Who is affected?</b>
<ul style="list-style-type: none"> <li>- <i>How many, what posts, what bands, whole time equivalent.</i></li> </ul>
<b>4. What are the consequences of the change?</b>
<ul style="list-style-type: none"> <li>- <i>Financial impact</i></li> <li>- <i>Pay protection</i></li> <li>- <i>Redundancy</i></li> <li>- <i>redeployment</i></li> </ul>
<b>5. Complete Equality Impact Assessment (EIA) (Enclosed)</b>

**Please send this document to your Workforce Business Partner to be discussed at the Care Group Meetings.**

<b>Care Group Meeting Outcome</b>
<b>Management of Change process needs to be followed:</b> <b>Yes/No please provide details.</b>

## Part B

### How will we approach the change?

(Grey text should be removed during completion)

*What are the timescales for consultation? What are the timescales for implementation? Notice periods?*

Communication with relevant stakeholders e.g. TUPO representatives	<i>Enter proposed dates</i>
Initial discussion held with staff re proposal (including any staff on maternity leave/long-term sick etc.)	<i>Enter proposed dates</i>
Share Change Proposal Paper with JNCC/LNC	<i>Enter proposed dates</i>
Share Change Proposal Paper with staff affected and organise working groups and individual 1:1s, as appropriate.	<i>Enter proposed dates</i>
Following consultation and taking into account all feedback update this proposal paper if required. This then becomes the implementation paper and share with staff and JNCC/LNC	<i>Enter proposed dates</i>
Inform all staff of date of implementation of change (could be up to 12 weeks' notice)	<i>Enter proposed dates</i>
Date of implementation of change	<i>Enter proposed dates</i>
Date of review meeting with key stakeholders to review success of implemented change	<i>Enter proposed dates</i>

### How will we approach consultation?

*Describe in detail the process for consultation, how partnership working will take place with staff and staff side (e.g. consultation group), whether there will be a regular consultation group or not, whether you are offering individual meetings etc.*

### How will we approach implementation?

*Describe the process for implementation, timescales for notice, the implementation date etc. Describe the options for redeployment, excess travel, vacancy holding, natural wastage, protection of pay etc. etc. as appropriate for the change*

### How will we support affected staff?

*Provide details of what support will be available for staff e.g. Occupational Health, Staff Counselling anything else relevant here (e.g. an independent mentor/coach etc. etc.) Describe the involvement you want from staff side – preferably who from staff side is already briefed and involved (include their contact details)*

### What criteria will you measure to review success?

*Describe the KPIs or other specific information that you will rely on to measure whether or not the change has been successful e.g. absence rates, attrition, DATIX reports etc. etc. – as relevant to the change)*

### When will you measure those criteria in order to review success?

*Set out the time period for review – will you allow a period for bedding in first? Why have you chosen that particular time period? Diarise the review meeting as part of the implementation process, including the key stakeholders from the consultation.*

## Appendix C – Equality Impact Assessment

**Stage 1 – Initial Assessment**

<b>Managers Name</b>		<b>Centre</b>	
<b>Function, Policy, Practices, Service</b>	<b>Management of Change Proposal</b>	<b>Purpose and Outcomes – intended and differential</b>	
<b>Implementation Date</b>		<b>Who does it affect?</b>	
<b>Consultation Process</b>	<b>Individual meetings with staff and discussions with staff side</b>	<b>Communication and awareness</b>	<b>Through consultation process as detailed in paper and through individual meetings</b>

For completion of the following table please see point 7 in the guidance notes.

<b>Equality Target Group</b>	<b>Potential Impact</b>
Sex	
Sexual Orientation	
Being or becoming a transsexual person	
Race including colour, nationality, ethnic or national origin	
Being married or in a civil partnership	
Being pregnant or having a child	
Religion, belief or lack of religion/belief	
Disability	
Age	

Following completion of the Stage 1 assessment, is Stage 2 (Full Assessment) necessary?  **Yes**  **No**

Date Completed: ..... Signed by Manager completing the assessment: .....

**Equality Impact Assessment Form**  
**Stage 1 – Initial Assessment**

<b>Managers Name</b>	Juliette Eveson	<b>Division</b>	Workforce - Human Resources
<b>Function, Policy, Practices, Service</b>	Management of Organisational Change Policy (W24)	<b>Purpose and Outcomes – intended and differential</b>	Guidance for managers on the Trust's approach to the management of organisational change and the procedures that should be followed.
<b>Implementation Date</b>		<b>Who does it affect?</b>	All staff.
<b>Consultation Process</b>	HR, JNCC Policy Group, JNCC, PAG, Trust Board	<b>Communication and awareness</b>	Intranet, one minute brief, global email, Chatterbox.

For completion of the following table please see point 7 in the guidance notes.

<b>Equality Target Group</b>	<b>(a) Positive Impact</b>	<b>(b) Negative Impact</b>	<b>Reason/Comment</b>
<b>Men</b>	None	None	Policy applied consistently regardless of gender. To be reviewed as part of monitoring compliance in section 20 of the policy.
<b>Women</b>	None	None	As above.
<b>Black/Black British</b>	None	None	Policy applied consistently regardless of race. To be reviewed as part of monitoring compliance in section 20 of the policy.
<b>Asian/Asian British</b>	None	None	As above.
<b>Chinese</b>	None	None	As above.
<b>White (including Irish)</b>	None	None	As above.
<b>Other racial/ethnic group (please specify)</b>	None	None	As above.
<b>Mixed race</b>	None	None	As above.
<b>Disabled</b>	None	None	Policy applied consistently regardless of ability/disability.
<b>Gay/Lesbian/Bi-sexual</b>	None	None	Policy applied consistently regardless of sexual preference.
<b>Transgender</b>	None	None	Policy applied consistently regardless of gender. To be reviewed as part of monitoring compliance in section 20 of the policy.
<b>Younger People (17-25) and children</b>	None	None	Policy applied consistently regardless of age. To be reviewed as part of monitoring compliance in section 20 of the policy.
<b>Older People (50+)</b>	None	None	As above
<b>Faith groups (please specify)</b>	None	None	Policy applied consistently regardless of faith group.

Following completion of the Stage 1 assessment, is Stage 2 (Full Assessment) necessary? **No**

Date Completed: **01/05/19**

Manager completing the assessment: **Juliette Eveson – Senior HR Advisor**