

## University of London – Change Management Procedure

### 1.Introduction

#### 1.1

The Central Academic Bodies and central activities of the University of London (the "central University") recognises that change is an integral part of organisational life and is committed to managing change effectively, in an open and transparent manner.

#### 1.2

It is the central University's aim to maintain and enhance the efficiency with which its core purposes are carried out while seeking to safeguard current and future employment of staff.

#### 1.3

This procedure 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.

#### 1.4

This procedure supports the central University's Dignity at Work and Equal Opportunities Policies, which aim to promote equality, and eliminate harassment and unlawful discrimination, among the groups defined as protected characteristics by the equality Act (2010) and socio-economic backgrounds. An Equality Impact Assessment (EIA) will be undertaken prior to the commencement of the consultation process, in accordance with the UoL EIA Framework apart from circumstances where there may be a breach in confidentiality. e.g. in some small departments, individuals and their personal data may become identifiable when undertaking an EIA.

#### 1.5

Line Managers should consider the impact of all changes at the start of any change process even if the changes will be implemented in phases. e.g. When restructuring teams, Directors/Managers should not break their staff groups into small restructures in order to avoid the extra consultation timelines for larger groups. This will ensure that staff are given the maximum consultation period and EIAs are carried out when a greater number of staff will be affected.

## 2.Scope

### 2.1

The following procedure applies to all employees of the central University. It does not apply to agency workers, or those with a contract for services. This document should be read alongside [Ordinance 20](#) for academic staff, and the Redundancy and Redeployment policies and procedures.

## 3.General Principles

### 3.1

This policy is not intended to cover situations where there are minor changes to working practices and/ or duties, for example different methods of carrying out tasks or changes within the remit of a job description. These changes can generally be discussed on an individual basis between the employee and their line manager.

### 3.2

The central University shall seek to ensure, as far as possible, security of employment and avoidance of compulsory redundancies where staffing reductions are required.

### 3.3

The central University recognises the benefit of early and meaningful consultation, and will consult with affected staff and recognised Trade Unions at the earliest opportunity. Trade Unions will be notified a reasonable amount of time ahead of staff (a minimum of 5 working days) to allow adequate time for Trade Union Representatives to review the paperwork and prepare for meetings. This period may be longer (a minimum of 10 working days) if outsourcing of staff is involved. Where possible, a timeframe will be given and agreed in advance. No final decisions about any significant change proposals will be made until after consultation has taken place.

### 3.4

Human Resources will be available to provide advice to both managers and staff during any period of organisational change. A representative from Human Resources will usually attend all formal meetings.

### 3.5

The use of electronic recording devices is not permitted during any meeting held throughout the change management process. Should the central University later find that any recording devices were used, this will be regarded as a serious breach of trust and confidence and may result in disciplinary

action being taken.

#### 4. Change Management Process

##### 4.1

Where there is the potential for a significant change to working practices, job roles and/or a reduction in the number of positions, the manager concerned will take the following steps:

1. Produce a document outlining the proposed changes and the reasoning behind them inclusive of all relevant information (including all appropriate financial information where this is the reason for the need for change, structure charts pre and post the proposed changes and equality impact assessment (if appropriate) supporting the changes in light of the stated aim. Please refer to 5.1 and Appendix 1 for further information.
2. Discuss and consult on the proposals with affected staff and representatives of the recognised Trade Unions;
3. Respond to feedback, amend proposals if accepted as necessary, and confirm the final proposals when the consultation is complete;
4. Implement the change.

Where proposals seek to reduce the number of employees, the University will consider if there is scope to achieve this through voluntary means. Offers from employees to be considered for voluntary redundancy will be accepted solely at the discretion of the University. Please refer to the Redundancy Policy and Procedural Framework for further information.

A designated HR representative will be available at all stages to provide procedural advice and to support the manager in carrying out their role.

#### 5. Step 1

##### 5.1

In order to inform consultation, a written proposal document should be prepared and should outline the points detailed below. Heads of Department/Managers (those proposing the changes) should seek advice from Human Resources before proposals are shared with staff and Trade Union representatives.

- Details of the current position of the organisational structure including the current and proposed organisational charts with all staff: permanent full time / part time, temporary staff and vacancies along with grades;
- The rationale and drivers for change;
- Details of the proposed change(s) and the benefits to be realised and how they will be measured;

- The financial and staffing implications of the proposals, including which posts are affected;
- The timeframe and method for consultation and implementation.

## 6. Step 2

### 6.1

The length of the consultation period will depend on the size and impact of the proposed changes. The consultation period will normally be 20 working days. However, where the central University is proposing to dismiss as redundant 20 or more staff within a period of 90 days, the consultation period will be at least 30 working days.

Employees absent from work, for example due to maternity leave, will also be consulted with as appropriate.

Further information can be found in the [Redundancy Policy and Procedure](#).

### 6.2

The nature of consultation will also depend on the size and impact of the proposed changes. In all cases, affected staff will be invited to a formal individual consultation meeting. Staff may be accompanied at these meetings by a Trade Union representative or a work colleague. Where the central University is proposing to dismiss as redundant 20 or more staff within a period of 90 days, collective consultation will also take place. Affected staff and representatives from the recognised Trade Unions will be invited to a formal group consultation meeting. Further information can be found in the [Redundancy Policy and Procedure](#).

### 6.3

Additional consultation meetings can be held at the discretion of management, or at the request of affected staff. Representatives of recognised Trade Unions will be invited to all formal group consultation meetings, and staff may be accompanied by a Trade Union representative or a work colleague at formal individual meetings. There is no right to be accompanied at informal meetings.

### 6.4

The central University will communicate regularly with affected staff and recognised Trade Union representatives, and will also inform the wider University where necessary and applicable about its plans, and will communicate proposed changes prior to launch of any consultation

## 7. Step 3

### 7.1

Once the consultation period has ended, management will respond to feedback received from affected staff and recognised Trade Unions. Proposals will be reviewed and revised in response to feedback as appropriate, for instance where suggestions are made that enhance or improve them, or where more appropriate alternative courses of action are suggested, or where it is clear that the proposals will not reap the benefits intended.

### 7.2

When all feedback has been considered and responses provided, a final proposal document will be issued to affected staff and recognised Trade Union representatives. Processes and timeframes for implementation of the changes will also be communicated.

## 8. Step 4

### 8.1

Where individuals or groups of staff are affected by the final proposals, they will receive details of the process to move from the current structure to the new structure. This will include:

- Relevant job matching details, where some or all posts in the new structure are substantially the same as those in the original structure.
- The selection arrangements (for example, interview dates etc) where posts are being disestablished and/ or there is a reduction in posts.
- Arrangements for training for affected staff; for instance, CV and interview skills.
- Arrangements for seeking alternative work, where relevant. Further information can be found in the Redeployment Policy and Procedure (currently in draft – contact HR for advice).
- Details relating to redundancy, where relevant. This may include the calculation used for redundancy payments, and arrangements for reasonable time off to seek other employment. Further information can be found in the Redundancy Policy and Procedure.

### 8.2

Where a member of staff has not been matched into a post, and is offered redeployment either within the new structure, or elsewhere within the University, the appointment will be subject to a four week trial period. The trial period will provide the opportunity for the individual and their line manager to decide whether the post is suitable. Should either party deem that the post is unsuitable, the employee will be issued with notice of redundancy, and other redeployment opportunities will be

sought during the notice period. Further information can be found in the [Redeployment Policy and Procedure](#) (currently in draft – contact HR for advice).

### 8.3

A review of the new structure will be carried out once the changes have had the opportunity to embed. This review will be carried out by the Head of the department / relevant member of the leadership team and will set out at the beginning of the process how the review will be carried out and what measures will be assessed. This review will be shared with Trade Unions and all affected staff.

This will normally be after six months, and will examine whether the desired benefits have been, or are likely to be, achieved.

## **Human Resources**

**Revised**

**May 2018**

This policy was subject to an Equality Impact Assessment and the identified actions completed. This has ensured that this policy complies with the terms of the Equality Act (2010) and reflects our commitment to equality, diversity and inclusion.

[The central University will review this policy within its first year of operation, and periodically thereafter in consultation with the Trade Unions, who may also request a review].

## **Appendix 1 - Writing a Proposal Document**

**Please read this in conjunction with sections 4.1.1 and 5.1 of the Change Management Procedure**

When writing a proposal document, please ensure all relevant information from the list below is included:

- Background and rationale for change
- Impact of the proposed change(s)
- Current and proposed staffing structure (including job descriptions and grades)
- Selection criteria and method of application
- Next steps (including timeframe, method for consultation and schedule of meetings)
- Feedback methods through the consultation process
- Equality Impact Assessment (if required)
- Implementation, including proposed timescale
- If and when the change is implemented, a review will be undertaken in line with section 8.3 of the change management policy.

Please contact your HR Partner if you require any assistance in relation to the above points, and before proposals are shared with Trade Union representatives and staff.