Managers’ Guide to Organisational Change

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<th>Procedure Ratified by</th>
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<td><em>when under review, this procedure should continue to be used</em></td>
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<td>Author</td>
<td>XXXXX</td>
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<td>Version</td>
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<td>Last updated 07/06/17</td>
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Summary

The amount of change within each Council is increasing as each continuously reviews the way that they can deliver services more efficiently and effectively to meet restricting as a result of financial challenges and new ways of working.

Managers are crucial in being able to identify, drive and lead change. This is not only from the perspective of making the organisation more efficient and effective, but that staff are seen to be treated in line with organisational values of fairness and respect. This is so those who remain in the organisation in whatever capacity continues to be motivated to deliver the services our community deserves.
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Section 1 - Purpose

1.1.1 East Hampshire District Council (EHDC) and Havant Borough Council (HBC), two employers, have an inter-authority agreement as well as joint secondment arrangements in place to enable staff in these roles to act on behalf of the other council. As such, both organisations recognise that this can bring a degree of uncertainty for employees. As a consequence, EHDC and HBC have developed a number of joint protocols which will apply during periods of change. These protocols aim to ensure that staff are treated fairly and consistently throughout the process of implementing change.

1.1.2 The protocols are available in full at the end of this manager’s guide.

1.3 However, these protocols will apply in situations where:

- Roles and responsibilities in a service area are being re-aligned
- The size of the workforce in a service area is being reduced
- There is a change in the way the service is being delivered

As a consequence, redeployment, redundancies or TUPE may occur.

1.4 The management of change process must be undertaken in full consultation with staff and recognised trade union representatives to ensure meaningful consultation takes place and equity and transparency are maintained throughout the process of implementing change.

1.5 Where relevant the Redeployment and Redundancy Procedure should be referred to in conjunction with this guide.

Section 2 - Scope

2.1 The management of change procedure will apply to all employees except:

- Employees whose fixed term contracts are expiring, if the reason for expiry is not redundancy
- Staff who have less than 12 months continuous employment with EHDC and/or HBC.
- External agency workers, contractors/consultants and persons engaged by the Council who are “self employed”;
- Casual employees or agency workers where there is no “mutuality of obligation” to provide/accept work by either party;
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Flow Chart

Restructure Process: Assimilation/Slot-in.
Restructure Process: Assimilation/Slot-in: more staff than roles & higher graded roles
Restructure Process: Ring-fenced Roles
Restructure Process: At Risk & Limited Competition

Key
- Right to be accompanied
- Training to be provided

Note
Further details on the procedure and definitions can be found in the relevant policy and procedural documentation.
Section 1: Redeployment Process

Redeployment in the managing change context applies where an employee is no longer able to remain in their substantive role.

The Redeployment Process is to provide job security for existing staff by exploring opportunities for suitable alternative employment, thereby minimising the numbers of employees who leave through redundancy as a result of organisational change. This enables the organisation to retain the skills, experience and knowledge of employees where possible by ensuring prior consideration is given to employees who are placed on the redeployment register. This process maximises the opportunities for redeployment through the adoption of a pro-active approach by the employee and their line manager to identify suitable alternative employment.

Where an offer of suitable alternative employment is made, a minimum trial period of four weeks will be provided to enable the employee and the employer to assess their suitability for the role.

Line Managers have a responsibility for ensuring that:

- Employees are consulted at the earliest opportunity of any potential redeployment situation.
- That they provide the appropriate advice and support to their employee and raise any issues or concerns with HR/UNISON as soon as possible.
- They conduct a skills assessment to establish current skills, knowledge and experience and identify any training needs which can be considered as part of the redeployment process.
- They hold regular reviews with affected employee and actively support the process of redeployment, exploring opportunities with their employee.

Full guidance for the manager on the process can be seen in Section 5 of the Redeployment Process.

Template letters to support managers in undertaking this process are contained in this guide.
Section 2: All template Letters following the outcome of the CA Process

Letter 2.1 Letter confirming employee meeting following CA process

Enquiries to:
Direct line:
Email:
My reference:
Your reference:
Date:

Employee’s Name
Address

Dear employee

Re: xxx Service Review

Further to my letter dated Date/Month/YEAR, I am writing to confirm that the comparative analysis process is scheduled to conclude on XXX.

In light of this, an individual formal one to one consultation meeting has been arranged for you. This meeting is an opportunity for you to understand how comparative analysis has been conducted and what this means for you.

This meeting will be held XXX at XXX in the XXX at the XXX venue.

As this is a formal consultation meeting, you are entitled to bring a TU representative or colleague to the meeting with you. If you do wish to be accompanied, please make arrangements with your local representative or colleague. Please note, I have made UNISON aware of the scheduled timetable of meetings to ensure there is trade union representation should you require this.

In the meantime, should you have any queries or concerns, please do not hesitate to contact me.

Once again, thank you for your continued professionalism during this period of change.

Yours sincerely,

Manager’s name
Job Title
Dear employee

Re: **Outcome of the Comparative Analysis Process – [Job]**

The meeting on [DATE], was part of our ongoing commitment to openness and transparency in the way we manage change in the Council. It was therefore an opportunity for you to understand in more detail the way that the comparative analysis process had been conducted and what it meant for you.

The philosophy of the managing change protocols is about protecting individuals as best we can and getting back to steady state as soon as possible, ensuring that people are being treated in a consistent and transparent way. The purpose of assigning people to roles through a comparative analysis process is to reduce the amount of uncertainty felt by individuals and limit the adverse impact on the organisation during this period of change.

**Comparative Analysis Process**

The comparative analysis that was conducted reviewed each new accountability and compared it with all current job information to establish the degree of match between your current substantive role and the newly scoped roles.

This was conducted by a panel consisting of [NAME], [NAME] and [NAME] (HR Business Partner). All decisions and rationale were fully documented and recorded.

A professional judgment was then applied to the number of matches or partial matches that had been identified through the process to determine the primary match(es) for each of the current roles. A primary match was one where there was the least degree of change identified between current and future role and the one where you could lay the strongest claim.

The panel identified that more than 75% of your current substantive role appears in the future ‘x’ role. As such, you are eligible to be slotted to this role. Enclosed is your completed comparative analysis recording document for your information.

As part of expectation counselling, we discussed these new accountabilities and provided you with a copy of the new job description. The future structure will be implemented once the formal 30 day consultation process has concluded for the team and appointments to future roles have been made.
Should you wish to submit a grievance against the outcome of the comparative analysis, you should put this in writing to [NAME], [JOB TITLE] within 7 days of receipt of this letter.

**Next Steps**
Your date of appointment to this role will be confirmed in due course. Until such time, you will remain on your current terms and conditions of employment.

A further 1 to 1 expectation counselling session is available for you to attend if you so wish. This will be an opportunity for you to raise any queries or concerns that you have in respect of your own individual situation. If you wish a session to be arranged, please contact [NAME] on [PHONE NUMBER] who will make the appropriate arrangements for you.

In the meantime, should you have any queries or concerns, please do not hesitate to contact me.

Yours sincerely,

Manager’s Name
Job Title
Dear employee

Re: **Outcome of the Comparative Analysis Process – [Job]**

The meeting today was part of our ongoing commitment to openness and transparency in the way we manage change in the Council. It was therefore an opportunity for you to understand in more detail the way that the comparative analysis process had been conducted and what it meant for you.

The philosophy of the managing change protocols is about protecting individuals as best we can and focussing once again on service delivery as soon as possible, ensuring that people are being treated in a consistent and transparent way. The purpose of assigning people to roles through a comparative analysis process is to reduce the amount of uncertainty felt by individuals and limit the adverse impact on the organisation during this period of change.

**Comparative Analysis Process**

The comparative analysis that was conducted reviewed each new accountability and compared it with all current job information to establish the degree of match between your current substantive role and the newly scoped roles.

This was conducted by a panel consisting of [NAME], [NAME] and [NAME] (HR Business Partner). All decisions and rationale were fully documented and recorded.

A professional judgment was then applied to the number of matches or partial matches that had been identified through the process to determine the primary match(es) for each of the current roles. A primary match was one where there was the least degree of change identified between current and future role and the one where you could lay the strongest claim.

The panel identified that between 33% and 75% of your substantive role appears in the above role. As such, you are now ring fenced to this role only. You would still be required to undertake an assessment for this role as there have been some new accountabilities identified. Also, should you wish to be considered for any of the other roles that are currently being advertised, you would need to submit an application in the usual way as you do not have any claim to these roles and would need to go through an open competition route. Enclosed is your completed comparative analysis recording document for your information.
As part of expectation counselling, we discussed the appointment process outcome and you indicated that although you were interested in the [X] role, you would also like to be considered for some of the other opportunities. As such, you were advised to complete and submit your application.

You raised a concern that if you did not perform well at assessment where would that leave you in terms of the ring fenced situation. You were advised that your assessment results would be reviewed against the outcome of the comparative analysis to identify whether you had performed sufficiently in the areas where change had been identified.

The future structure will be implemented once the formal 30 day consultation process has concluded for the team and appointments to future roles have been made.

Should you wish to submit a grievance against the outcome of the comparative analysis, you should put this in writing to [NAME], [JOB TITLE] within 7 days of receipt of this letter.

On a more personal note, I would like to take the opportunity to wish you all the best for the forthcoming assessments and to thank you for the professional manner in which you have conducted yourself during this process.

In the meantime, should you have any queries or concerns, please do not hesitate to contact me.

Yours sincerely,

Manager’s Name
Job Title
Dear employee

Re: **Outcome of the Comparative Analysis Process**

The meeting today was part of our ongoing commitment to openness and transparency in the way we manage change in the Council. It was therefore an opportunity for you to understand in more detail the way that the comparative analysis process had been conducted and what it meant for you.

The philosophy of the managing change protocols is about protecting individuals as best we can and getting back to ‘steady state’ as soon as possible, ensuring that people are being treated in a consistent and transparent way. The purpose of assigning people to roles through a comparative analysis process is to reduce the amount of uncertainty felt by individuals and limit the adverse impact on the organisation during this period of change.

**Comparative Analysis Process**

The comparative analysis that was conducted reviewed each new accountability and compared it with all current job information to establish the degree of match between your current substantive role and the newly scoped roles.

This was conducted by a panel consisting of myself, xxx (Service Manager – xxx) and xxx (HR Business Partner). All decisions and rationale were fully documented and recorded.

Your current role of xxx was compared against the new role of xxx. The outcome of comparative analysis was a match of approximately 33%. This therefore means that you do not have a claim to this role.

As a consequence, I formally notified you that you are at risk of redundancy and today’s meeting marked the beginning of a formal 30 day consultation period which is scheduled to end on DATE/DAY/YEAR. I would stress that we are committed to reducing the numbers of redundancies and as such will actively work with you during this 30 day consultation period to consider possible redeployment opportunities.

In the event that your employment ends by redundancy, you would receive in the region of £XXX in redundancy pay.

Further formal consultation meetings will be arranged for you to discuss your ‘at risk’ position and any suitable opportunities identified, at which you would be entitled to
bring a TU representative or colleague to the meeting with you. If you do wish to be accompanied, please make arrangements with your local representative or colleague.

In the meantime, should you have any queries or concerns, please do not hesitate to contact me.

On a final note, should you wish to submit a grievance against the outcome of the comparative analysis, you should put this in writing to XXX, (Executive Head) within 7 days of receipt of this letter.

Yours sincerely,

Manager’s Name
Job Title

Encs: Employee Assistance Programme leaflet
Redeployment Procedure
Managing Change Appointments Procedure
Managing Change Protocols
Section 3 – Council Principles and Protocols

3.1 Consultation with Representative Bodies
UNISON will be informed and consulted in relation to any significant change that will have employee implications as detailed at 1.3. All consultation will commence at the earliest opportunity to enable meaningful consultation to take place and as a minimum, in line with statutory requirements.

3.2 Communication
A clear communications strategy will accompany organisational change programmes to ensure that staff who are directly and indirectly affected by the change are informed of the reasons for the change and the timescales associated with implementing the change.

3.3 Individual Consultation
Jobs which are re-scoped where there is no anticipated change to grade will not require re-evaluation. Job of this nature will remain aligned to current terms and conditions including pay scale/employer. This type of scenario is most likely to occur when a service manager may change some aspects of the job, however, this will not constitute a significant enough change to warrant a job evaluation being undertaken. These are also jobs where it is likely that an employee will have a slottable or ring-fenced claim once comparative analysis is conducted.

Individual consultation will commence with affected employees as early as possible, and as a minimum, in line with statutory requirements. Individual consultation will enable employees to put forward any views or suggestions in respect of the proposed changes for EHDC and HBC to consider. It will also be an opportunity for employees to discuss with their manager how the proposed changes may affect them and put forward preferences which can be taken into account before any change is implemented.

4 Appointments
To minimise the amount of disruption which can be experienced as part of change, EHDC and HBC are committed to the use of an appointments process to ensure that employees are treated fairly and consistently and change is managed in an appropriate way.

4.1 Vacancies during Change
Whilst going through a period of change, all vacancies must be filled on a temporary basis unless there is a business case to justify a permanent appointment.

4.2 Slotting-in Arrangements
All staff who have a slottable claim to a role (75% or more of their current job appears in the new job) will be assimilated* to the new job on their current terms and conditions.

*Unless there are more people than posts, at which point a competitive process or redundancy selection process will need to be undertaken.
4.3 **Ring-Fenced Arrangements**
All staff who have a ring fenced claim to a role or roles (between 33%-74%) will undertake a ring fenced assessment process to determine suitability for the new job. If successful, appointment to the role will be on their current terms and conditions.

4.4 **New Roles**
Jobs which are classed as new jobs and to which no employee will have a claim will be job evaluated through the NJC scheme and become a Havant employed job.

If the new employee is an existing employee and applies for a job at HBC, on appointment they will remain on their current terms and conditions. This will apply for an interim period and until harmonisation of terms and conditions.

4.5 **Career Graded Posts**
A JDQ must be completed in line with NJC requirements. For career graded posts, the JDQ must be explicit about the difference between the lower and higher graded job.

4.6 **Shared Posts**
All staff in shared posts will be issued with a revised contract of employment which will include reference to the inter authority agreement so they can act on behalf of the other council.

4.7 **Mileage**
Mileage in shared roles will not be able to be claimed between EHDC and HBC sites.
The difference in mileage between the two locations will be paid for 12 months to compensate for relocation from existing contractual work location.

4.7 **Change of Location**
A change of location can be deemed to be a ‘suitable alternative’; however this will depend on individual circumstances and will need to be discussed as part of consultation. Service Managers who wish to change the location of the shared team are able to do so if the payback period for the review is less than 3 years taking into account redundancy, pension, accommodation and any other costs. However, HR advice should be sought if employee agreement can’t be reached on re-location.

4.8 **Seconded Staff**
Staff who are seconded will be treated against their substantive posts for the purposes of change.

Whilst seconded staff can continue working in the seconded post during change, it must be made clear that they will not be considered within the area of change.
If managers wish to keep seconded staff to support whilst a service area is undergoing a period of change, they can as long as there is sufficient budget for this.

4.9 Exit costs
For employees who originate from East Hampshire, the redundancy costs and all other associated costs shall be split equally between the two authorities. For employees who originate from Havant, the redundancy costs shall be split one third to be met from East Hampshire and two thirds from Havant. Associated costs will be split 50/50.

4.10 Fixed Term Contracts
All fixed term contract workers will be excluded from the change pools and have no claim to roles in the new structure, unless they have four years or more on successive fixed term contracts or the fixed term contract is being terminated early. Re-organisations and redundancy situations will constitute an objective justification.

4.11 Redeployment
EHDC and HBC are committed to supporting employees affected by change. If an employee fails to secure a job as a result of structural change or a reorganisation, then support will be offered as per the respective Council’s Redeployment Policy.

4.12 Pay Protection
Pay protection will be provided where an employee is redeployed into a suitable alternative role as a result of a structural change or a reorganisation and a differential in pay exists. Pay protection will only apply to remuneration and not to job grade. For further information please refer to the respective Council’s Pay Protection Policy. Where pay protection is required, this will be paid in line with the respective employers pay protection procedures. (EHDC – 1 year; HBC – 3 years)

4.13 Redundancy
Where possible, EHDC and HBC are committed to avoiding the need to make compulsory redundancies. Where a reduction in staffing levels is required, EHDC and HBC will, in the first instance, identify whether any redundancies can be made on a voluntary basis or through other means which avoid compulsory redundancies.

Expressions of interest for voluntary redundancy will be considered by management. All decisions on voluntary redundancy (and early retirement) will be based on organisational need and affordability and will take into account the need to maintain:

- Efficient services
- The right balance of skills and experience
Wherever possible, redundancy payments shall be kept to a minimum. The maximum payback period for service reviews, including redundancy, pension, accommodation and others costs, will be three years.

Any Service Manager wishing to release a member of staff on voluntary redundancy must complete a business case and submit for JMT approval. Factors such as affordability/skills loss etc. must be taken into consideration. Redundancy payments should be funded from within the approved revenue budgets where this is possible. If payments need to be funded from reserves then these funds should be replenished to the reserve within the payback period.

Where redundancy is unavoidable, payments will be made in accordance with the respective Council’s Redundancy Policy.
COMPARATIVE ANALYSIS –

CURRENT POST TITLE & CURRENT GRADE: 
CURRENT DEPARTMENT: 
NAMES OF PANEL MEMBERS: 
DATE OF COMPARATIVE ANALYSIS: 

OPTIONS AVAILABLE FOR COMPARATIVE ANALYSIS WITH FUTURE ROLES 

COMPARATIVE ANALYSIS PROCESS & OUTCOME 

Background Information
The comparative analysis process is about comparing jobs not people. It does not look at individuals or their performance, it compares current job content with future job content. The outcome of the comparative analysis determines the appropriate appointment process options.

Job Information Used
A Job Description Questionnaire had been completed by the post holder to provide more information to the panel on the current role. This information was reviewed by the panel prior to conducting comparative analysis.

Comparative Analysis Process
The panel reviewed all roles in the future structure to identify suitable roles for comparison. The panel concluded that the ... role was a suitable role for comparison purposes due to the grade & content of the current role. All other roles in the new structure were identified as being at a higher/lower grade and therefore not deemed to be suitable.

Comparative Analysis Outcome
The comparative analysis process identified that there was an x% claim identified.

Appointments Process
Expectation counselling to be held with the post holder to discuss the outcome of comparative analysis and xx to the role.
ROLE ACCOUNTABILITIES:

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<th>FUTURE JD ACCOUNTABILITIES</th>
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<th>Accountability 2</th>
<th>Accountability 3</th>
<th>Accountability 4</th>
<th>Accountability 5</th>
<th>Accountability 6</th>
<th>Accountability 7</th>
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<th>Accountability 14</th>
<th>Accountability 15</th>
<th>Accountability 16</th>
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<td>COMPLETE AS EVIDENCED</td>
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OVERALL SUMMARY – also assess similarity of current context and appropriateness of job related skills in relation to the future role. (Evidence – listed below are examples of evidence to identify the degree of match for each accountability in the current ‘as is’ picture and the future scoped roles. These examples are not exhaustive and need to be read in conjunction with JIQ, JD and Person Specification where applicable. Please note that all JIQ content has been verified by the line manager)

ROLE ACCOUNTABILITIES

ACCOUNTABILITY 1:
ACCOUNTABILITY 2:
ACCOUNTABILITY 3:
ACCOUNTABILITY 4:
ACCOUNTABILITY 5:
ACCOUNTABILITY 6:
ACCOUNTABILITY 7:
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<tr>
<th>OPEN COMPETITION</th>
<th>RING FENCE</th>
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<td>0-33%</td>
<td>34-74%</td>
<td>75% - 100%</td>
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OUTCOME OF EXPECTATION COUNSELLING MEETING

Name of Employee: 
Manager conducting meeting: 

Date of Interview: 

Comments

CONCLUSION

The panel identified that there was a xx claim to the xx role.

Expectation counselling will need to be held to discuss the outcome of comparative analysis and next steps.