



University College
of Osteopathy

Change Management Policy



Core Documentation Cover Page

Change Management Policy

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Equality Impact

Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)	
Neutral equality impact (i.e. no significant effect)	X
Negative equality impact (i.e. increasing inequalities)	

If you have any feedback or suggestions for enhancing this policy, please email your comments to: quality@uco.ac.uk

CHANGE MANAGEMENT POLICY AND PROCEDURE

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1. SCOPE

- 1.1 The University College of Osteopathy (UCO) is excited about meeting the challenges of the future. The staff team are essential to the current and future success of the UCO, and it is vital that they are motivated within the changing environment in which the UCO operates.
- 1.2 The UCO is committed to open communication about how to meet the changing needs of the academic and osteopathic sectors. Effective management of workplace change is a process by which change is introduced that achieves improved service and/or efficiency, in a way that preserves or enhances a positive workplace. Change can impact on UCO staff and the intention is to retain staff wherever possible, although this may not always be in the same capacity, whilst supporting them during the transition.

2. OBJECTIVES

- 2.1 The need for change in the UCO may result from external or internal sources such as government policy, funding changes and student demand. Workplace change should be part of the business planning process. Sometimes change can be unexpected however and needs to be implemented within urgent timeframes. This policy recognises that badly implemented changes have a negative effect on efficiency and morale, and can result in substantial avoidable costs.

3. APPLICATION

- 3.1 This policy and procedure outlines the principles and practices that the UCO will apply to ensure the effective management of workplace change and addresses how change projects are progressed at the UCO.
- 3.2 The principles outlined apply to all workplace change projects.
- 3.3 The scale and nature of each project will inform how these principles are applied on an individual basis.

4. THE SCALE OF WORKPLACE CHANGE

- 4.1 This policy identifies two broad categories of change to which the policy principles apply. The scope and nature of the change project inform the amount of detail required in the change management plan and the selection of the project sponsor. Change projects are classed as either Significant or Minor. The HR Manager will determine the scale of the change project.

A) SIGNIFICANT

- 4.2 Some workplace change projects may result in change with significant consequences. Significant consequences include but are not limited to:
 - a) Substantial changes in the composition, operation or size of the workforce;

- b) Substantial changes in the skills required by staff;
 - c) Restructuring of organisational units;
 - d) Variation to the delivery of services which impacts on the staffing structure; and/or
 - e) Any changes likely to lead to job loss.
- 4.3 The UCO is required to consult with affected staff where significant change is required. Change management plans for these projects will be comprehensive outlining all relevant details.

B) MINOR

- 4.4 Minor change projects do not result in the significant consequences described above. Such change is still important and still requires consultation. The level of consultation for these projects varies according to the scale and nature of the change project.
- 4.5 All change projects require Change Management Plans outlining relevant details, to ensure all elements have been considered and appropriate action taken. The project sponsor will submit the plan to the Senior Management Team (SMT) for approval.

5. KEY ASPECTS / FACETS OF EACH WORKPLACE CHANGE PROJECT

A) IDENTIFICATION OF A PROJECT SPONSOR

- 5.1 A project sponsor will lead each workplace change project within the UCO. The selection of the project sponsor will reflect the scale of the change project and will be a member of the SMT.
- 5.2 The project sponsor will be a senior member of staff. They will be responsible for:
- a) Achieving the objectives of the project following approval by the SMT.
 - b) Effective management of the project, including resourcing.
 - c) Consulting and working to support those affected by the project.
 - d) Implementation of the change management proposal after consultation.
 - e) Evaluation of the Change Management project.
 - f) Consultation with Human Resources Team
- 5.3 Any change process requires consultation with the HR Manager. This will include the planning and implementation stages of the change project.
- 5.4 Advice will be sought on managing change, consultation with staff, redeployment, recruitment and selection following implementation of the proposed changes, working with individuals who may be in a redundancy situation.

6. DEVELOPMENT OF A CHANGE MANAGEMENT PLAN

6.1 A change management plan will be prepared to ensure the successful completion and integration of the change project.

6.2 The level of detail in the change management plan and the extent and timing of consultation will vary according to the scale and nature of the change project. All change management plans must be submitted to the SMT for approval.

A) STAFF CONSULTATION

6.3 Consultation will occur with all staff affected by a change project. It is important to remember that workplace change in one organisational area may impact upon staff in other areas. The change management plan will outline the consultation that will take place. This will detail the formal and informal mechanisms that will be utilised to keep staff informed and involved during the change process.

B) IDENTIFICATION OF STAFF SUPPORT

6.4 The UCO will provide individual support such as personal counselling and career planning to staff affected by the change project where necessary. The UCO is committed to offering future opportunities to affected staff.

C) HEALTH AND SAFETY

6.5 Planning and implementation of the change project will consider the health and safety of staff consistent with the Health and Safety Policy of the UCO.

D) EQUAL OPPORTUNITY

6.6 The change project will be developed and implemented in a manner consistent with the UCO's Equal Opportunities Policy.

E) WORKLOAD CONSIDERATIONS

6.7 The impact of change on the workload of staff will need to be addressed.

F) TRAINING AND DEVELOPMENT NEEDS

6.8 The training and development needs of staff affected by the change project will need to be considered during implementation. Assistance in the identification and provision of training and development activities is available from the HR team.

G) UPDATING ADMINISTRATIVE SYSTEMS

6.9 A number of areas responsible for UCO administrative systems may need to be informed following the successful implementation of workplace change.

7. CHANGE MANAGEMENT PROCEDURE

A) INTRODUCTION

- 7.1 This document provides guidelines for management and staff during restructuring. There may be circumstances where the full procedure cannot be followed: on such occasions the HR Manager will modify the procedure so its principles are retained.

B) STAGE 1: CHANGE MANAGEMENT PLAN

- 7.2 A project sponsor will be identified, and a Change Management Plan developed, agreement will be given by SMT.
- 7.3 The Change Management Plan will reflect / be along similar lines to the format detailed in Appendix 1.

C) STAGE 2: CONSULTATION

- 7.4 The UCO undertakes to consult staff as follows:
- a) Relevant staff will be consulted on a group or individual basis regarding any need for restructuring at the earliest opportunity. It is at this point that the formal consultation process will be viewed as starting.
 - b) All such proposed changes will be documented in writing to affected individuals to allow them to not only reflect upon the proposals but enable them to put forth their own thoughts and ideas. Individuals will be asked to acknowledge that they have received the proposals. Information that will be provided to affected staff will include details of proposed changes and the reasons, the posts affected, and where relevant a new structure chart as well time-scales for implementing the proposed changes. Staff will receive role specifications relating to the restructure. Staff whose posts may be significantly affected or deleted will be viewed as “at risk” of redundancy, and will be spoken to individually.
 - c) All affected staff will be invited to individual 1:1 meeting to discuss the proposed changes. The Project Sponsor will arrange these meetings with staff to explain the reason for the changes and to listen to views.
- 7.5 It is expected that there will be a minimum of two consultation meetings with an employee(s) who is impacted by the proposed changes, a third and final meeting will be held where any remaining issues will be addressed and a decision made.
- 7.6 An individual will be entitled to be accompanied to the meetings by either a work colleague or a trade union representative.
- 7.7 All meetings will be documented. Appendix 2 provides a template that is to be used at all consultation meetings. This outlines the points to be considered during the individual consultation meetings, and also allows for a record of each consultation meeting to be documented. The individual’s manager conducting the meeting will be

responsible for documenting what is shared during the course of it. A copy of these notes will be passed to the individual.

7.8 The consultation period for any change management process in the UCO is as follows:

- a) < 20 employees: 30 days
- b) 20-99 employees: 30 days
- c) 100+ employees: 45 days

7.9 The consultation period will be for a minimum of 30 days unless agreement can be reached with the affected member of staff earlier. If this is the case, it will be agreed and confirmed in writing to the employee.

D) STAGE 3: IMPLEMENTATION

7.10 Following the consultation period the UCO will implement the changes, and confirm such changes to the affected individuals. This will include:

E) SELECTION

7.11 Matching an employee to a new role where more than 80% of the new role has previously been undertaken by the individual(s), as a paper exercise. Where required a development plan will be agreed with the individual's line manager. All changes will be confirmed in writing.

7.12 Where more than one member of staff meets the criteria for a single role then the role will be advertised internally and ring fenced to those individuals impacted by the change. A competitive selection exercise will be held. If there are no suitable internal candidates the post will be advertised externally. At this stage staff identified as "at risk" of redundancy will be asked to submit a completed an application form that clearly demonstrates how their skills and competencies meet the new role.

7.13 Where 50 -80% of the new role has previously been undertaken by an individual (s), the role will be advertised internally and a selection assessment will be undertaken in line with the Recruitment Procedure. If there are no suitable internal candidates are found the role will be advertised externally.

7.14 Where less than 50% of the new role has been undertaken by an individual in the past, the role will be advertised internally and externally. Those within the redeployment pool will be encouraged to apply.

7.15 Following interviews candidates who meet most of the new criteria and who can demonstrate that they will be effective in the post within six months with training and support will be matched unless there is a critical requirement that is not met.

7.16 Candidates will be informed of the assessment decision within 5 working days. Feedback will be provided to the candidate as to why they were not successful in relation to the job criteria.

- 7.17 Where an offer of employment has been made, candidates have 10 working days to accept or refuse the offer.
- 7.18 If training is required for the individual to be fully effective in the new post this will be discussed and agreed and a development plan produced. This should contain clear objectives and time-scales.
- 7.19 Where the candidate refuses the offer of employment they must submit their reasons in writing.
- 7.20 Where less than 50% of the new role has been undertaken by an individual in the past, the role will be advertised externally and internally. Those within the redeployment pool will be encouraged to apply for relevant posts.

F) SELECTION CRITERIA

- 7.21 Selection criteria are used during change programmes to identify individual post holders whose jobs may be affected where posts are eliminated. It is not intended to have one agreed set of selection criteria and the appropriate criteria for the circumstances and any weightings will be considered at that time.
- 7.22 The role specification will drive the selection criteria, ensuring that the interview is structured to enable the individual to demonstrate their suitability for the post.

G) SELECTION PANEL

- 7.23 The selection panel must consist of at least 3 members:
 - a) The appropriate line manager and/or person to whom the post holder is professionally accountable
 - b) A Human Resources representative
 - c) An independent assessor.
- 7.24 The independent assessor should be drawn from a different area of the UCO.
- 7.25 The selection panel should establish which candidate(s) is most suitable for the post and prepare a written record for their decision on each candidate.
- 7.26 Those candidates who have not been selected for a post will join the redeployment pool (see below).

H) TRIAL PERIOD

- 7.27 All employees in new posts will be offered a minimum of the statutory four week trial period during which time both they and their managers can establish suitability for the post. This trial period can be extended by mutual consent when retraining is required.
- 7.28 During the trial period regular reviews will take place between managers and staff. Written notes must be kept. If at the end of the trial period the employee decides that

they are unsuitable for the post and provides clear reasons for this they will then join the redeployment pool.

- 7.29 If at the end of the trial period the manager decides that the employee is unsuitable, providing that this is not due to issues of conduct, the employee will join the redeployment pool. The manager's decision must be given in writing with reasons. Employees who are considered to be unsuitable should not be kept as stopgaps to avoid having an unfilled post.
- 7.30 At the end of the trial period there should be a formal review between employee and manager, and employees will receive written confirmation of the outcome.

I) REDEPLOYMENT AND REDUNDANCY

- 7.31 Those staff whose jobs have disappeared and who have not been successful in securing a job in the new structure will join the redeployment pool. Staff in the redeployment pool are considered for any other suitable alternative post within the UCO prior to the posts being advertised.
- 7.32 Where a member of staff from the redeployment pool obtains a post within the UCO they will be given the trial period in post, as outlined above.
- 7.33 Where redeployment to alternative work is not possible, staff will be made redundant and be entitled to a statutory redundancy payment. Appropriate outplacement support (e.g. career counselling, interview skills) will be provided.

J) RIGHT OF APPEAL

- 7.34 Members of staff who feel that they have been unfairly treated as a result of this procedure being implemented may appeal through the Grievance Procedure.

APPENDIX 1: CHANGE MANAGEMENT PLAN FORMAT

Project Title	
Date	
Approach Rationale	<p><i>clarify the reason for change</i></p> <p><i>outline the impact of proposed changes on costs, quality of service and/or managerial efficiencies</i></p> <p><i>demonstrate how the approach will promote commitment amongst those directly affected by the change</i></p> <p><i>detail how the project will be evaluated in terms of achievement of objectives and approach</i></p>
Objectives	<p><i>clear, concrete and measurable</i></p> <p><i>relates to work area strategic direction and is consistent with UCO Strategy</i></p>
Current Staffing Structure	<p><i>current approved staffing structure and reporting relationships for senior positions</i></p> <p><i>history of significant staffing restructures over the past 5 years</i></p>
Proposed staffing structure and funding	<p><i>highlight the differences between current and proposed structures</i></p> <p><i>assess any impact on the work or conditions of staff</i></p> <p><i>outline the cost implications of changing the staffing structure</i></p>
Impact on workloads	<p><i>identify impact on the workload of staff</i></p>
Key steps, responsibilities and timeframes	<p><i>Define the:</i></p> <p><i>change process including the key steps, those responsible for undertaking them and appropriate time frames</i></p> <p><i>target completion and evaluation dates</i></p>
Communication/consultation strategy	<p><i>Detail the:</i></p> <p><i>consultation approach with staff and relevant unions, where appropriate</i></p> <p><i>arrangements for staff consultation</i></p> <p><i>means by which staff will be informed of the objectives of the project</i></p> <p><i>formal and informal networks that will be utilised to keep staff informed of the progress of the project</i></p>
Proposed transition arrangements	<p><i>Detail the:</i></p> <p><i>proposed timing of implementation i.e. stages or all at once</i></p> <p><i>recruitment and/or selection approach for any new positions</i></p> <p><i>need to review any current job classification levels</i></p> <p><i>need for redeployment of staff and any redundancy implications</i></p> <p><i>training and staff development implications</i></p>
Evaluation methodology	<p><i>the criteria which will be used to assess the success of the project</i></p> <p><i>who will conduct the evaluation and when it will be conducted</i></p>

APPENDIX 2: CHANGE MANAGEMENT MEETING RECORD FORM

The aim of the form is to guide managers through the change management and decision making process to ensure fairness and consistency. It is expected that there will be a minimum of two meetings between an employee who is impacted by the proposed changes, and a final meeting where any remaining issues are addresses and a decision made.

The checklist should be used as a working document at all meetings, which will enable thoughts to be captured and responded to as well as allowing individuals to be supported through the process.

Prior to the initial meeting:

Has the individual employee received notification of the meeting	
Has a room been booked	
Has the employee been made aware of the right to be accompanied at the meeting	
Have arrangements been made to support an employee with a disability	

At all meetings:

Introduction of those who are present and their roles	
Share how the meeting will be conducted	
Check that the employee has all the documentation	
If an employee is not accompanied, check that they understand that they may be accompanied and that they do not want to be accompanied at this meeting.	

First Meeting

Outline the reasons for the proposed change	
Ask the individual for their thoughts on the proposals	
Respond to any questions that may shared	
Set a date for next meeting	
Remind the individual that at this point no decisions have been made, and that you are looking for their thoughts on the proposals	
Give the individual a copy of the notes made during the meeting	

Second Meeting

Share any responses to challenges, queries that were raised at the first meeting	
Ask the individual if they have had any other thoughts on the proposals	
Remind them that no decision have been made at this point	
Agree the date for the 3 rd meeting	
Share that decisions on the proposed changes are likely to be made at that meeting	
Give the individual a copy of the notes made during the meeting	

Third Meeting

Check to see if the individual has any questions	
Share responses to questions that they may have raised from the previous meeting	
Advise the employee of the outcome of the process	
Confirm the outcome to the individual in writing	

Consultation Meeting Record

1st / 2nd / Final Consultation Meeting	
Date:	
Present:	
Accompanied:	
Notes:	
Signed: Employee	
Signed: Manager	