



## Organisational Change Policy

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## **1 Preamble**

- 1.1 The University operates in an environment that requires it to be flexible and capable of effective change. This so we can pursue new opportunities successfully, or overcome challenges presented by factors such as fluctuating student demand, changes in government policy, and funding pressures. The University must therefore have an approach that allows change to be brought about with minimal disruption to its normal business, and this can only be achieved if the approach maintains the confidence and commitment of staff.
- 1.2 The University recognises that times of change can result in anxiety and uncertainty, and acknowledges the important role that effective communication and maintaining security of employment for staff can play in allaying those concerns. The University therefore commits, jointly with the Trade Unions, to use this policy to ensure that there is early, meaningful and respectful consultation on organisational change issues; and that staff are appropriately involved in the change process.
- 1.3 For the purposes of applying this policy in practice, organisational change is defined as a change in the requirements to deliver our service that is likely to impact on the size, shape or working arrangements of the workforce.
- 1.4 Where organisational change is expected to entail significant changes which may pose a risk to job security then all avenues for achieving job security, as laid out in the management guidance which supports this policy, will be fully explored.

## **2 Purpose**

- 2.1 This policy is intended to assist the University to be flexible and capable of effective change in order that it can grow and progress, while maintaining the academic and/or financial sustainability of the institution, or of a school, institute or directorate, or meeting the changing needs of our students and other stakeholders.
- 2.2 The aim of this policy is to provide a framework which will enable more efficient and effective management of successful change through early and meaningful communication and consultation with staff and Trade Union representatives, and full consideration of both the options for change, and the processes for effecting change.

- 2.3 A key objective of this policy is to ensure that the University maintains quality service provision, minimises disruption during a time of change, and maintains the confidence, commitment and motivation of staff.

### **3 Coverage**

- 3.1 This policy applies to all staff of Glasgow Caledonian University, whether in full-time or part-time employment, and whether on open-ended or fixed-term contracts.
- 3.2 This policy does not form part of any member of staff's contract of employment, and it may be amended at any time. The University may also adapt this policy as required to meet the circumstances of individual situations.
- 3.3 This policy does not apply to agency staff as it is the agency that employs the individual and therefore the policies in place at the agency will apply.

### **4 General Principles**

- 4.1 When planning organisational change, the University will work in partnership with appropriate stakeholders, including Trade Union representatives, to develop plans for implementing necessary changes. This will include identifying any staffing implications.
- 4.2 The University will work in partnership with Trade Unions to involve and communicate with all staff in a fair, open, timely and transparent manner regarding proposed changes that may impact upon them.
- 4.3 All parties involved in the process of any organisational change will maintain confidentiality when required.

### **5 Approval for Organisational Change**

- 5.1 Where a reason for change is identified, it will normally be expected that the rationale for the change is considered and agreed by the Executive Lead and approved by the Executive Board. Executive Board will consider the circumstances giving rise to the need for change, evaluate the business case underpinning the proposals and consider the implications for academic activities within the University before deciding whether to give approval for the senior manager to proceed to consultation.
- 5.2 Where approval to proceed to consultation has been given, the relevant Senior Manager will establish a Project Group with a membership that is proportionate to the level of change.

The recognised trade unions will be invited to provide a member for any Project Group when the organisational change will have an impact on the size and shape of the workforce.

## **6 Communication**

- 6.1 Where a change process is to be undertaken appropriate information will be shared in advance with Trade Union representatives and staff, allowing sufficient time for the information to be digested and understood before consultation commences.
- 6.2 Where a change is likely to have an impact upon existing staff structures then information pertaining to the change will be communicated to the Chair of the Combined Union Committee (CUC) in advance of it being communicated to staff, so that Trade Union representatives may be prepared to advise members who subsequently approach them.

## **7 Consultation**

- 7.1 Where the organisational change is expected to entail significant staff changes which may pose a risk to job security, the University will consult formally, or negotiate if appropriate, with the Combined Union Committee (CUC) through the Joint Consultative Committee (JCC), complying with legal requirements where relevant. The aim of the consultation through JCC will be to reach an agreed approach to implementing the planned change(s). Following the consultation process the responsible manager will implement the decision informing staff regularly.
- 7.2 When required, the Principal will advise the relevant Committees such as Senate and Staff Policy Committee where there is any potential impact on the business and any possible staffing consequences.

## **8 Accountabilities**

- 8.1 Overall responsibility for implementing change will lie with the relevant Executive lead who will oversee the process.
- 8.2 Line managers will be responsible for leading the change process in their area, including identifying resource requirements, planning changes to systems/processes, and holding discussions/consultation with staff groups and individuals.
- 8.3 People Services will support line managers in planning changes that will impact on staff, and during the consultations/discussions with staff.

8.4 People Services will provide support to staff involved in organisational change, which may include outplacement support where appropriate, and access to relevant professional in-house expertise, such as Employee Assistance Programmes.

## **9 Equality Impact Assessment**

9.1 An Equality Impact Assessment has been completed for this policy and is attached in [Appendix 1](#). The policy is not expected to have any direct impact on individual staff members or staff groups, however, the expected increase in staff's involvement in consultation and discussion of planned changes should offer greater opportunity for any specific needs or requirements to be taken into consideration at an early stage.

## **10 Review**

10.1 This policy will be reviewed on an annual basis. If no amendments are required this will be reported to SPC. Where minor amendments are found to be necessary the policy will be revised and circulated to JCC, EB and SPC with the amendments highlighted for information. Where more significant amendments are necessary the policy will be re-drafted and updated through the normal consultation and approval process.

## Appendix 1. Equality Impact Assessment

<b>Name of policy/procedure/strategy:</b> Organisational Change	
<b>School/Directorate:</b> People Services	
<b>Name of policy/procedure/strategy owner:</b> Director of People	
<b>Date of Assessment:</b> 27 May 2015	
1. Briefly describe the aims, objectives and purpose of the policy/procedure/strategy.	This policy is intended to provide a framework that will ensure the effective management of change, via early and meaningful consultation with Trade Unions and the appropriate involvement of affected staff in the change process.
2. What are the intended outcomes?	To clarify the approval process that must precede an organisational change, and the communication and consultation processes that follow approval.
3. Who are the main stakeholders? (e.g. staff, students, visitors)	Senior managers, line managers, Trade Unions representatives and staff.
4. How does the policy/procedure/strategy take into account different needs and circumstances (e.g. Ethnicity: cultural sensitivities, plain English; Disability: Alternate/ accessible formats; Gender: inclusive to women and men; Sexual Orientation; Faith or Belief, religious practices; Age: needs of younger and older people)?	The policy relates to the function and operation of University committees and does not impact directly on individuals.
5. What is the likely impact on the general duty to have <i>due regard</i> to the need to <b>eliminate unlawful discrimination, harassment, victimisation</b> and any other conduct prohibited by the Equality Act?  <i>E.g. Is there evidence to indicate that the policy may result in less favourable treatment for particular groups?</i>	The policy is expected to have no impact on the general duty to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act.

<p>6. What is the likely impact on the general duty to have <i>due regard</i> to the need to <b>advance equality of opportunity</b> between people who share a protected characteristic and people who do not share it?</p> <p><i>E.g. Is there evidence to show that the policy helps to remove disadvantage or encourages the participation of particular groups?</i></p>	<p>The policy is expected to have no impact on the general duty to advance equality of opportunity between people who share a protected characteristic and people who do not share it.</p>
<p>7. What is the likely impact on the general duty to have <i>due regard</i> to the need to <b>foster good relations</b> between people who share a protected characteristic, or not?</p> <p><i>E.g. Is there evidence to illustrate that the policy helps to tackle prejudice or promote understanding?</i></p>	<p>The policy is expected to have no impact on the general duty to foster good relations between people who share a protected characteristic, or not.</p>
<p>8. How will any negative impact identified above be addressed?</p>	<p>The policy is not expected to have any negative impacts.</p>
<p>9. What is the overall impact rating?</p> <p>(Choose one rating)</p>	<p>Low: There is little or no evidence that some people from different groups are (or could be) differently affected (positively or negatively).</p>
<p>10. How will the results of the equality impact assessment be published?</p>	<p>The EIA will be included as an appendix to the published policy.</p>
<p>11. How will the implementation of the policy, procedure, strategy and its impact on equality be monitored and reviewed?</p>	<p>N/A</p>

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