



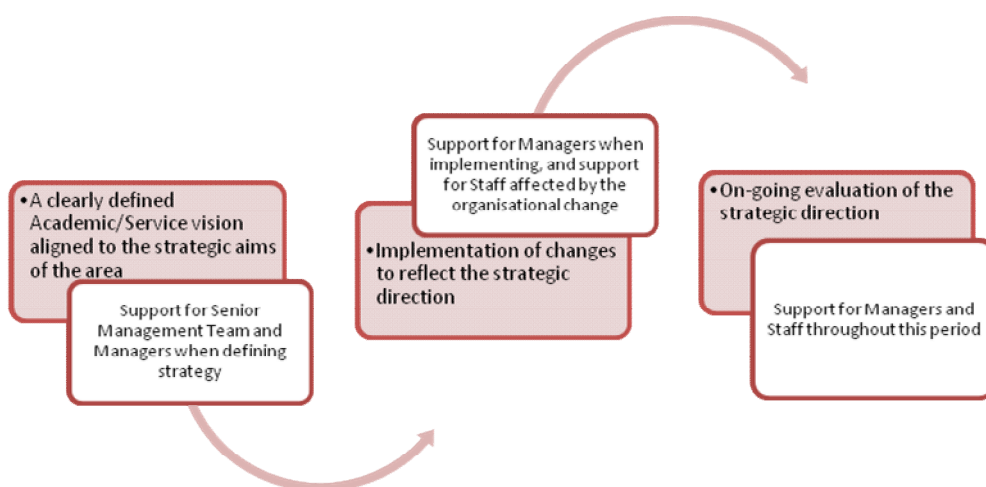
Guidance on support through organisational change

Contents

- 1. Introduction 1
- 2. Senior Management Team support: Pre organisational change 2
- 3. Senior Management Team support: During and post organisational change 3
- 4. Support for Managers: Pre, during and post organisational change 3
- 5. Support for Staff: During and post organisational change..... 3
- 6. Next Steps 4

1. Introduction

- 1.1. A number of Faculties/Schools/Services/Institutes are, or will shortly be, undergoing review, restructuring or less formal change programmes, and staff numbers may need to be reduced in some areas. This document is intended for use to support any Organisational Change process, both now and in the future. The support outlined within the document will be prioritised for those areas undergoing formal review and restructure as an outcome of the Economies Exercise; however, support will continue to be available via SDDU for change that takes place on a smaller, less formal, scale.
- 1.2. The Faculty/School/Service Senior Management Team is required to clearly define, consult on, and communicate the academic/service direction that is aligned to the strategic aims of the area, and create an environment which not only enables the delivery of the strategic direction but which also considers the impact upon managers and staff, in the short, medium and long term.



- 1.3. The University is therefore providing various forms of support to those who are managing change processes, and also those affected by organisational change.
- 1.4. This paper focuses on the support available via Human Resources, Wellbeing and SDDU, together with the Trade Unions, Equality Service, LOGIK Centre and Careers, pre, during and post organisational change. The elements are not an exhaustive list of what is available; those listed are thought to be the most relevant, the method of delivery can be flexible according to need and is intended to be flexible in approach, and not a sequential offering.
- 1.5. The HRM will co-ordinate the change agenda at each stage and channel requests for support to the central HR Project Manager, who will then process requests as follows:
 - For Senior Management Team at pre, during and post organisational change
 - For Managers at pre, during and post organisational change
 - For staff during and post organisational change
- 1.6. The Trade Unions and the Strategy Project Group Manager involved in the review group/project steering group will need to have an awareness of the support mechanisms available so that timetabling of required support University wide can be co-ordinated through the HRM.

2. Senior Management Team support: Pre organisational change

It is recommended that this information is provided to the Senior Management Team prior to, and whilst, working on revisions to the structure, and before the revised structure is announced to staff.

- 2.1. Principles of Organisational Change
 - Understanding the stages to planning strategy including reviewing the markets and income generation
 - Understanding the importance of values whilst planning strategy
 - Ensuring a shared understanding of the new vision/academic/service direction, its priorities and values
 - Understanding how to consult and get the engagement of staff in the creation of the strategy
 - The Organisational Change Policy
 - Best practice for consultation and communication
 - Proposed timetable for change to be delivered
- 2.2. Considering alternatives to staffing losses
 - Non-staffing costs – losing space, reviewing processes for efficiency savings
 - Redeployment – processes, support, and how to discuss this with staff
 - Flexible working – the benefits and points to consider
 - PRT/MIS – processes and timetable
- 2.3. Support whilst developing a new structure
 - Principles of an Equality Impact Assessment
 - Longer-term support – Information on how SDDU, Wellbeing and HR can help on an ongoing basis to build a resilient team

3. Senior Management Team support: During and post organisational change

It is recommended that this information is provided to the Senior Management Team whilst working on revisions to the structure and before the revised structure is announced to staff. Some of the support is for SMT in that role, and some for them as individuals.

3.1. Managing People Issues

- Managing working relationships during organisational change
- How to support managers and staff, and handle difficult conversations
- Stress management – coping with your personal feelings about the review
- Problem solving – thinking through the options available to you
- Resilience of senior managers

3.2. Post Change - Moving Forward

- Building team resilience, including:
 - working relationships after implementation of the new structure
 - understanding and managing staff performance
- Review and evaluation against strategic objectives
- TIFES Health check to review HR outcomes (mandatory)
- Equality Impact Assessment (mandatory)

4. Support for Managers: Pre, during and post organisational change

Managers need to have the opportunity to engage with the Senior Management Team and understand the academic/service strategic direction. The support required may include:

4.1. Understanding the strategic direction

- Ensuring a shared understanding of the new vision/academic/service direction, values, and its priorities
- Understanding your role

4.2. Principles of Organisational Change

- The “Communication and Consultation during Organisational Change” Policy
- Best practice for communication and consultation
- Proposed timetable for change to be delivered

4.3. Managing People Issues

- The same range of support is available as listed for SMT in section 3.1 above

4.4. Post Change - Moving Forward

- Building team resilience, including:
 - supporting working relationships after implementation of the new structure
 - understanding and managing staff performance

5. Support for Staff: During and post organisational change

It is recommended that this information is provided to staff at the time the revised structure is announced.

5.1. Options available to staff

- Structure Outline and how it achieves the School/Service objectives
- What happens now – what staff need to do/consider and who to talk to
- Redeployment – processes, how it works, training & support
- Flexible working – the benefits and points to consider

- PRT/MIS – processes and timetable
- 5.2. Wellbeing support available
- Problem solving – thinking through the options available to you
 - Stress management – coping with your feelings about the review
 - Support through voluntary severance decisions and redundancy
 - Retirement planning – what does it mean, what will I do?
- 5.3. Team building in the new structures
- Team building and resilience in the new structures, including:
 - Working in a cohesive team
 - Recognising and valuing team members
 - How to maintain high performance in the new team
 - Adjusting to the changes in team structure and roles
- 5.4. Other support available
- Careers advice – considering your options
 - CVs, application writing and interview skills – advice on producing your CV, applying for a job and interview techniques
 - Support for Researchers – career and development discussions
 - On-line self help ensuring a ‘healthy’ organisational structure through a TIFES Strategic Review

6. Next Steps

- 6.1. Deans and Senior Management Teams are asked to consider what support they would find beneficial for themselves, for their managers and for their staff from the previous sections:
- Senior Management Team at pre, during and post organisational change
 - Managers at pre, during and post organisational change
 - Staff during and post organisational change
- 6.2. It is not necessary to determine from the outset what is needed, this may be an evolving process and will become clear as the Restructure progresses.
- 6.3. Deans and Senior Management Teams should discuss their Faculty/Service needs with their HR Manager who will co-ordinate the requests and channel these to the central HR Project Manager.

Carolyn Walker (HR) Nina Quinlan (Wellbeing) Debbie Greenwood (SDDU)