

Preparing for a Managing Change Exercise

Before starting a Managing Change exercise substantial preparation is required. This will include:

- Developing the Managing Change Proposal
- Completing the Organisational Design Form
- Preparing new Role Profiles (where applicable)
- Reviewing Temporary Arrangements
- Determining the process and criteria for redundancy selection (where applicable)
- Undertaking an Equality Impact Assessment
- Considering the Health and Safety Impact
- Preparing for Consultation

The Workforce profiling/Organisational Design toolkits should be completed and financial information should be shared with HR at the outset.

Developing the Managing Change Proposal

The proposal is the document that you will use to communicate the proposed changes, the business rationale for the change and details of how the process will be managed to all stakeholders including employees, trade unions, managers and perhaps elected members. It is a key part of consultation and it is therefore vital that the proposal includes all necessary information and in order to prepare the proposal you will need:

- The business rationale including details of benefits of the proposal.
- A current structure chart.
- Current staffing list of affected posts.
- Current Role Profiles
- Details of current temporary arrangements including temporary contracts and secondments
- Proposed structure chart identifying new/substantially changed roles as well as those that remain unchanged.

- Role profiles for roles that are new or substantially changed in the proposed structure (see below). This will required a job evaluation to be conducted.

Please refer to the Managing Change Proposal Template (available from your HR Business Partner).

Make use of the Workforce Scenario Planning Tool to chart your current and proposed structure against cost and your proposed budget. Please speak to your HR Business Partner if you wish to have access to the tool.

Completing the Organisational Design Form

Before the managing change exercise can begin WS50 Organisational Design Form should be completed. WS30 Organisational Design How To Guide details Fife Council's organisational design principles and these should be considered when proposing structural change.

Preparing new Role Profiles

Roles that are new or substantially changed (i.e. changed more than 75%) will require a new role profile which will need to be evaluated. Once all required information has been supplied the evaluation process should take no more than two weeks. If the grade outcome is different from expected you should seek advice from your HR Business Partner.

Further information about job evaluation can be found on the intranet, in the HR Online section and under the sub-section "Pay and pensions"

Reviewing Temporary Arrangements

Temporary arrangements including temporary contracts and secondments should be reviewed and where appropriate ended before the manging change exercise starts. Advice on ending temporary contracts can be found in TE11 Manging Temporary Employees Procedure.

Determining the Process and Criteria for Selection

Where redundancies may be necessary, the selection criteria and the selection process should be determined. Refer to MC40 Redundancy Procedure.

Where there are changes to roles, e.g. through restructuring, matching or selection arrangements should be determined. Refer to MC20 Structural Change Procedure.

Managing People

Undertaking an Equality Impact Assessment

We will deal with any workforce change matters in line with our Equality of Opportunity Policy. This means that change proposals must be reviewed using our equality impact assessment tool. This tool helps identify the potential impact of the changes we are putting forward on employees, services and the people who use them.

Considering the Health and Safety Impact

During any Managing Change exercise, regardless of scale, it is important to consider the wider impact of any changes to structures and roles. The management of occupational health and safety is a legal requirement and the safe management of proposed change is part of that. See MC23 How to Consider Health & Safety Impact Before Making a Change.

Preparing for Consultation

It is important to involve Trade Unions from the start, being able to work alongside them will help your managing change exercise to run more smoothly. Good practice suggests scheduling fortnightly meetings – if any of these are not required they can always be cancelled but it is harder to schedule a meeting at last minute so schedule these in advance.

You should meet with the TU Joint Secretary or other TU representatives as appropriate and seek feedback to help management thinking at this point.

Concluding Change

In any change situation the focus is on the treatment and support of those employees leaving the organisation. However, many employees who have requested to leave the Council will not have been allowed to do so. This will be disappointing for employees who had an expectation of being able leave the organisation, and may adversely affect morale and individual performance. Periods of change could also be difficult for those who did not express an interest in leaving. It is therefore important to address how to engage employees during and after a change process.

Remaining employees may be disengaged from the work environment, unwilling to commit and easily distracted by office politics and any change in culture. It is important that you as a manager provide clear communication, leadership and practical support.

The following is to help you support, motivate and engage with employees following the conclusion of a managing change exercise.

Clearly set out roles and responsibilities

Be clear about new or altered job roles and details of any changes in working arrangements. The Contribution Management process will help facilitate this for you. Make use of How We Work Matters to remind employees of what is expected of them and have discussions around Unwritten Ground Rules to work with team members to create a positive working environment. Where an employee's performance is below standard it remains important to address this through normal performance management practice.

Ensure that you have the skills to operate effectively

You may have to bring together a new team and implement new working practices. Where you think you need support, ask for it. You can access useful information through the Fife Manager Toolkit. You can also book generic council wide training courses through Oracle.

Review team training requirements

Training and development is essential for staff engagement and the need for training is likely to increase rather than decrease following any change exercise. For example, employees given new or increased responsibilities may need additional specific and/or management training. As well as promoting learning on-the-job, a range of generic skills training that can be accessed Oracle may be useful. The Fife Manager Toolkit is also a valuable source of material.

Remind employees about the employee counselling service

Employees may find it useful to talk about their experience and any anger or frustration resulting from not having their request granted, for example. The employee counselling service is independent of the Council and available to all employees free of charge. Once the referral is progressed, an initial telephone consultation will take place within 2 working days.

Please note: if an employee tells you that they are suffering from stress and cannot cope, it is not an adequate response merely to tell the employee to seek counselling.

Ways of engaging retained employees

Some additional tips to keep in mind:

- involve employees, as far as possible, in decision making processes

- arrange regular team meetings – these provide clear direction and help promote the teams’ objectives and value to the organisation
- organise team events - even a coffee in the canteen will do
- promote existing employee benefits e.g. pension, childcare vouchers, bike to work scheme, UK & local discount schemes (see Employee Benefits subject on the intranet)
- celebrate achievements
- Support personal development and work-life balance. Where practicable, consider:
 - requests to undertake additional duties, training or a secondment
 - requests to work more flexibly
 - giving employees greater control over their own work

Further support

You can contact HR through requesting a service on First Contact or phoning the Shared Service Desk on VOIP 2000 or externally on 01592 583200.

Further advice is also available on HR online within the employee intranet.

Produced by Fife Council Human Resources Service

April 2021: Issue Number 2.1