
ORGANISATIONAL CHANGE POLICY

1. INTRODUCTION

- 1.1 As the needs and expectations of students, funding bodies, stakeholders and partner organisations change, there will inevitably be the need to remodel service delivery to match resources and skills against service requirements.
- 1.2 When such circumstances require the redeployment or reduction in the number of employees in a particular activity, there will be early and meaningful consultations with the trade union representatives.
- 1.3 This policy represents general guidance. It is not a full statement of legislation and case law.

regards process and approach. For example, a decision to cease a particular service area may not be negotiable due to circumstances. However, the manner in which that decision is implemented, in terms of securing redeployment opportunities and other supportive measures, would be an appropriate subject for consultation.

2.1 Where redundancies are anticipated, at an appropriate and early stage, the usual (statutory) information will be formally notified to the relevant representative trade union.

2.2 Further details of the statutory requirements for consultation and notification of redundancy situations are set out as Appendix 1.

2.3 Where a transfer of staff under TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) is anticipated, there is a statutory requirement for the employer of employees affected by the transfer to provide information to, and consult with, recognised trade unions. In particular, there is a duty to give reasonable notice of the following to employees and their trade union representatives (where reasonable is defined as a period long enough before the transfer to enable consultation to take place):

- The fact a relevant transfer is to take place
- When it is to take place
- The reasons for it
- The legal, economic, and social implications of the transfer for affected employees
- The measures, if any, which are planned in relation to affected employees
- The measures, if any, which the purchaser or transferee plans to take in relation to transferring employees

3. GOOD PRACTICE OPTIONS IN RESTRUCTURING

3.1 There are a number of ways in which to approach a restructuring exercise. The preferred approach(es) will depend largely upon circumstances. In developing any strategy of this kind

- 4.2 In redundancy situations, there will be individual interviews with staff whose employment is at risk (see appendix 1 for further details).
- 4.3 Staff should be notified of supportive services (eg counseling) and of the availability of support from trade union representatives. Further information regarding support can be found via the

10. REDUNDANCY ENTITLEMENTS

The proposed method of implementing such staffing changes (this may include a reference to this policy and information about the time span over which dismissals may take place, and whether pay in lieu of notice is envisaged)

The redundancy calculation approach

General Meeting

At an early stage, the relevant senior manager, assisted by a People Business Partner, will meet with staff and their recognised trade union. The purpose of the meeting is to advise staff of the situation and to outline any possible alternatives. Staff should be advised of the likely time scale for redundancies and what opportunities exist for redeployment.

Further Consultation

It is likely that the consultation process with relevant recognised trade unions will include discussions regarding the method of selecting staff for redundancy. In determining the approach(es) to be followed there is a duty to be fair to both employees and to University of Suffolk.

There are many ways of selecting for redundancy. Some of these are shown in paragraph 3 of this policy document. Length of service, or LIFO (last in first out), is not a desirable sole criterion.

Individual Interviews

There will be individual interviews with staff at risk of redundancy. These interviews will usually be undertaken by the line manager assisted by a People Business Partner. Individuals may be accompanied by a trade union representative or a work colleague.

The purpose of the interview will be to discuss the possible redundancy situation in terms of:

- The employee's aspirations

- Any opportunities for redeployment

- Statutory entitlements (e.g. time off, trial periods, notice periods etc)

- Estimated entitlements to redundancy, pension benefits

- Queries relating to work or domestic situations

- Possible retraining opportunities

Appendix 2

Redundancy Checklist

Planning

Are redundancies anticipated?

Are you sure this is a redundancy situation? Check the definitions at paragraph 7 of the policy document

How many staff work in the affected area(s)?

How many people are likely to be redundant?

Check the time scales for consultation in Appendix 1, taking into account the number of staff who may be redundant

Can you think of any ways to avoid redundancies?

Consider how you might select people for redundancy

Consider seeking volunteers for redundancy

Be clear about who's doing what. Identify who will manage the process.

Plan your communication strategy – how will you keep staff informed?

Ask a member of the People & OD team to obtain estimates of redundancy and pension benefits.

Consultation

Director/Dean supported by a People Business Partner to notify the recognised trade union. Provide the statutory information set out in Appendix 1.

Does POD need to notify the relevant part on an HR1? (Refer to Appendix 1)

Arrange to meet with staff to notify them of the situation. (Refer to Appendix 1). If possible, Director/Dean should write to staff to notify them they are at risk of redundancy

Receive and consider any representation from staff and/or trade unions regarding those aspects open to consultation

arrange individual interviews (refer to Appendix 1)

Ensure you keep in touch with the trade union(s)

