

# Organisational Change Policy

## Introduction

1.1 It is sometimes necessary for the School to make changes to the way work, job roles or the School is structured. This need can arise from changes in work priorities, planned or unplanned changes to funding and/or the need to ensure that work is organised in the most effective way possible to meet the strategic and operational needs of the organisation. There will also be other legitimate circumstances that lead to organisational changes being considered.

1.2 In some cases change will be minimal and/or may be wholly welcomed by those whom it affects. In others, the changes may be more substantial and/or have a potentially negative impact on job roles that needs to be managed carefully and sensitively. This policy sets out the principles of managing change fairly and transparently, to ensure that all organisational changes are handled appropriately and proportionately to their scale and impact.

## Scope of Policy

2.1 This policy applies to organisational change affecting any groups or individual members of staff. Organisational change is defined as planned structural changes that may lead to any significant change in job content, work location, team structures and/or number and grade of posts. Any scenario in which redundancies and/or the down-grade of posts are a possibility should be managed in accordance with this policy.

2.2 Minor changes, e.g. the move of a role from one unit within a larger Division to another entailing a change in line management only, but where the role remains the same, formally fall outside the scope of this policy, though managers may wish to refer to the policy principles nonetheless to ensure staff feel such changes have been handled positively. Such changes may, however, be dealt with on a much more informal basis and typically within shorter time-frames.

2.3 Professional service re-grades that occur on an individual basis do not fall under the scope of this policy and instead the Professional Services Re-grade Policy and Procedure should be followed.

2.4 Whilst this policy may include all staff in its scope, the procedures that are followed in relation to redundancy and/or redeployment will vary according to staff grouping and individual circumstances, where relevant.

## Policy Aims

This policy aims to ensure that the School meets its statutory responsibilities with respect to consultation and to encourage a culture where staff feel that changes are normally made after they have had an opportunity to comment upon matters that may significantly affect their working arrangements at LSE.

3.2 This policy aims to set a framework for the way in which change is managed, whilst acknowledging that each restructuring case will be different and a flexible approach that can be tailored to the circumstances is more beneficial for both staff and the organisation.

## Policy Principles

### Collective communication

The School will undertake collective communication with relevant recognised trade union(s) and their elected representatives where a restructuring exercise or significant change in service provision is proposed that has substantial employee implications (as defined in Paragraph 2.1). Where the proposed changes are likely to lead to redundancies, communication will be undertaken in accordance with the School's redundancy policy and procedures. Such proposals will always require the authorisation to proceed to consultation stage by the Director of HR following the submission of an appropriate business case outlining the restructuring need and potential risk of redundancies.

Written communication that can be shared with both trade unions and members of staff will usually be expected to ensure that there is a common understanding of the driver for change and the proposal that is being made. This will normally take the form of a formal paper; email communication outlining the proposed change(s) may be sufficient in the case of more minor changes.

### 4.2 *Effective communication*

Communication is essential at all stages of the change management process. A communication strategy, which details the process to be followed will normally be expected as part of any written proposals and should be standard practice in the case of major and complex change. It may also include the names of individuals who can provide

further advice and information, details of how both *formal and informal updates on progress will be communicated and time scales as appropriate.*

#### *4.3 Individual consultation*

Employees will be consulted regarding the purpose and detail of the change proposal and the steps to be followed in achieving the change. Individual consultation meetings will be undertaken with those directly affected by the proposals (i.e. those whose roles will change, or be at risk, if the proposals go ahead), to listen to any concerns from employees and to give them an opportunity to discuss the options available to them and for them to express their preferences in light of the proposals. Employee should be invited to bring, if they so wish, a trade union representative or a colleague or friend who is employed by the School to formal individual consultation meetings.

#### *4.4 Equity and diversity*

To ensure fair treatment and provision of support by the School, managers should consider any equity and diversity implications of the proposals before launching the change process. This will normally involve conducting an Equality Impact Assessment, which should be standard practice in cases of major organisational review, to ensure that proposed changes do not discriminate against any protected group. This includes equity, diversity and inclusion considerations in relation to students or customers (where this is applicable) as well as the staff potentially affected by the proposal. Members of staff affected by change processes are also encouraged to raise any equity and diversity concerns that they may have during the consultation process.

#### *4.5 Measures to avoid or minimise redundancy*

The School is committed to exploring measures to avoid or minimise potential redundancies and to forward planning with respect to resources within the relevant area wherever this is possible. Where redundancies are proposed, due consideration will be given to ways of avoiding redundancy or reducing the numbers involved. The School's Redundancy Policies and Procedures should be consulted for further guidance and information in relation to this.

#### *4.6 Commitment to Redeployment*

In accordance with the School's Redeployment Policy and Procedure, support will be provided for employees who fail to secure a job as a result of a structural change or reorganisation.

#### *4.7 Training and development*

Employees whose roles have changed significantly as a result of organisational change should be offered the opportunity to refresh their CDR within a reasonable time frame (including if out of cycle) and to discuss any new learning and development needs that arise as a result of the changes to their job role.

#### *4.8 Clear outcomes and conclusions*

Following the end of any consultation period, managers should ensure that staff are clear

on the final decisions taken and what will be happening next, and when. Some communication may be to groups, others may be to individuals personally affected. It will normally be expected that such decisions will be confirmed in writing and that collective and/or individual meetings will be held as appropriate.

#### 4.9 *Support from HR Partners*

In planning for organisational change, managers should seek advice from their HR Partner when developing their proposals, but particularly in developing an appropriate consultation and communication process and considering any equity and diversity implications. HR Partners will also provide the initial point of contact for trade union communications and provide points of contact and information for staff. An HR Partner will support the manager throughout the change process and provide advice and guidance on the usage of this, and other associated, policies.

## Legislation

- [Employment Rights Act 1996](#)
- [Equality Act 2010](#)

## Related policies, procedures and guidance

- [Academic Annex](#)
- [Redundancy policy and procedure – PSS](#)
- [Redeployment policy and procedure – PSS](#)
- [EDI Strategy](#)

## Review schedule

Review interval	Next review due by	Next review start

## Version history

Version	Date	Approved by	Notes

## Links

Reference	Link
123	abc
123	abc

## Contacts

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## Communications and Training

Will this document be publicised through Internal Communications?	Yes
Will training needs arise from this policy	Yes/ No
If Yes, please give details	