



Heythrop College, University of London
MANAGING ORGANISATIONAL CHANGE: GUIDANCE

1. Purpose:

1.1 This guidance document sets out a procedure for Heythrop College (hereafter referred to as The College) for managing change that affects employees. The College is committed to managing change effectively in accordance with good practice and legal requirements.

2. Introduction:

2.1 As the College changes its priorities and objectives to meet needs, it will need to create new structures, bring in new skills and introduce changes in ways of working. These changes will often have an impact on staff. This procedure has been developed to ensure that change is managed fairly and consistently and in a way that minimises disruption to the business and impact on individuals whilst producing the most effective results for the College.

3. General Principles:

3.1 The College is a relatively small employer. It is therefore important to recognise that there will be constraints on the opportunities available to staff who are affected by change. The College will need to balance the needs of staff with the need to be an effective and successful organisation that provides high quality services.

3.2 The College will consider redeploying staff that are potentially redundant to other roles. Where necessary the College will ring-fence vacancies where appropriate (in the first instance) to allow staff who might be facing redundancies to apply for posts.

3.3 All proposals for change shall be properly justified with a sound business case and reasons for change.

3.4 Where possible, staff consultation shall take place at an early stage to inform and involve staff in developing proposals and structures.

3.5 Staff may be entitled to apply for assimilation into the new roles if they meet the criteria for assimilation.

3.6 Staff may be entitled to apply for redeployment to other jobs in the College if they meet the criteria for redeployment.

3.7 Staff may be required to compete for the new role if more than one individual is able to satisfy the criteria for assimilation or redeployment.

3.8 In some cases, staff may be encouraged to apply for the new roles in open competition with external applicants.

3.9 Staff affected shall be offered support including time off to apply for jobs outside the organisation.

4. Procedure:

4.1 When a change to staffing structure is required, where possible, consultation will take place with staff with a view to involving them in developing revised proposals.

4.2 All proposals will be based on a costed business case. Staffing implications of the proposal will be clearly spelt out. Where proposed changes have financial or staffing implications, they will be considered by the Senior Leadership Team.

4.3 When the Senior Leadership Team or its representatives have agreed the proposed structure, further consultation will take place with staff before the proposal is finalised.

4.4 The final proposal will contain a timetable for implementation and one-to-one meetings will be held with all staff that are directly affected by the proposals.

4.5 Staff will be told if they are to be assimilated/redeployed into any of the new roles, offered a reasonable alternative post or given notice of termination of their employment on grounds of redundancy.

Assimilation and Redeployment

5. Assimilation

Assimilation is a process whereby if an individual can demonstrate that s/he is currently undertaking all or most of the duties of a new post s/he is slotted into the new or changed post

5.1 Staff may be entitled to apply for assimilation to a new post if:

- (a) There is only one member of staff who can make the case for assimilation
- (b) The individual is currently in a post that is one grade higher or lower than the new post, or in the same grade
- (c) The individual can demonstrate that they currently undertake 75% of the duties of the new post (on the basis of job description, job content and time spent on the duties)
- (d) The individual has or is able to quickly acquire the additional skills required for the new post.

5.2 Individuals who wish to make a case for assimilation must do so in writing setting out how they meet the 75% criteria. Applications for assimilation must be done within the time scale advertised (this should normally be from 7-14 days).

5.3 If there is no other person with a valid claim, the applicant to be assimilated to new position will be accepted (subject to an agreement on what steps to take to fulfil the remaining duties of the position).

If more than one person makes such a claim and all are considered to have a valid claim, an interview will take place, or it will normally be necessary to interview both candidates in order to make a final selection. The position will be filled by the candidate who best meets the criteria.

5.4 Staff applying for assimilation may also wish to put forward an alternative case for redeployment.

5.5 A member of the College's Senior Leadership Team/an independent manager (advised by The College's HR Manager) will consider all applications for assimilation.

5.6 Individuals not assimilated will have the right of appeal to a member of the College's Senior Leadership Team.

5.7 All appeals will be dealt with by way of paper submission.

6. Redeployment:

6.1 Staff affected may be entitled to apply for redeployment if they do not meet the assimilation criteria.

6.2 Redeployment interviews will only be granted to individuals who can demonstrate they have been undertaking at least 60% of the duties of the post.

6.3 Where more than one member of staff can successfully make a case for redeployment, it will be necessary to interview all candidates to make a final selection.

6.5 In any case, appointment will only be made where, after interview, it is believed that the individual has demonstrated that they can undertake the duties of the post with minimal support.

6.6 Individuals have the right of appeal against the redeployment decision. A member of the College's Senior Leadership Team will consider appeals. All appeals will be dealt with by paper submission.

6.7 Staff who are successful in being redeployed will have a four-week trial period during which their suitability in the role is assessed. Details of the trial period and objectives will be put in writing to individuals.

6.8 At the end of the trial period an individual will either be confirmed in post or have their employment terminated.

7. Offer of reasonable alternative post:

7.1 In some cases the College will be able to offer staff an alternative role, which is similar to the post they held and can be said to be a suitable alternative offer of employment.

7.2 An individual refusing this offer may not be entitled to a redundancy payment.

8. Redundancy/Termination:

8.1 Where no alternative options are available, staff will be given notice of termination based on their contractual entitlement. Staff with a contract of employment and a minimum of two years service will be entitled to redundancy pay.

8.2 The College may or may not require individuals to work their notice period depending on business need.

8.3 Applications for voluntary redundancy may be considered on an individual case basis by the Senior Leadership Team, taking into account the needs of the business.

9. Statutory Redundancy Pay

9.1 Where statutory redundancy pay is applicable, the amount of redundancy pay will be in accordance with statutory calculations which uses the following formula:

- 0.5 week's pay for each full year of service where age during year less than 22
- week's pay for each full year of service where age during year is 22 or above, but less than 41
- 1.5 weeks' pay for each full year of service where age during year is 41 and above

Years of service is capped at 20 years and the weekly pay is capped at an amount that is set annually. Information about the weekly pay cap can be found at the following government website:

<https://www.gov.uk/redundant-your-rights/redundancy-pay>

10 Time off for job search:

10.1 Staff given notice of termination will be granted reasonable time off to look for alternative employment.