Managing Organisational Change

**Introduction**

Change is a continuing feature of organisational life. RBK has seen significant and rapid change in its methods of service delivery and organisational structure in recent years. The legal, political and economic environment is such that this rate of change is likely to be maintained.

It is important to have effective arrangements for managing changes to the way in which services are delivered, and to organisational structure.

Any changes which affect staff, however large or small demand consultation. RBK has developed guidelines for good practice. Where the changes being considered involve staffing reductions, RBK's Staffing Reductions Policy will apply.

**General Principles**

The key objective of these guidelines is to ensure that the uncertainty arising out of major change is minimised by making it clear at the outset why the restructuring is required, when it will take place and how it will be implemented.

**Consultation**

To avoid rumour and specification, you should let staff know at the earliest opportunity what changes are planned and why. Use the DCGs.

Consult formally with your Staff Side representatives. Ensure they have an opportunity to canvass views and comment on proposals at the draft stage. Meet with individual members of staff, directly affected by the restructuring to set out in more detail the implications of the exercise for their posts. Identify any concerns they may have. Discuss immediate career aspirations and any preferences for posts within the revised structure, where appropriate. Individual members of staff who wish to be represented at these meetings should be encouraged to seek representation. A member of Human Resources Services will attend to advise you as the manager if required.

Consult further with the Staff Side about the detailed implications.

**Timetabling**

Defined timescales for all stages of the exercise will help to reduce uncertainty. Ensure that the timetable provides adequate time for consultation with all relevant parties.

**Implementation**

A general apprehension of staff on restructuring exercises is that `I will have to apply for my own job'. The approach developed in RBK has been to avoid what might be termed the `blank sheet' approach to re-organisation ie` wholesale' interviewing for jobs.

**"Slotting-In"**

The range of jobs which may be available to those members of staff to whom `slotting in' arrangements will apply will be identified. Staff side representatives will be consulted on what is proposed. Slotting in will apply where it is management's view bearing in mind RBK's responsibilities as an employer, that a post is substantially the same and that new responsibilities are at the margin. If a member of staff is dissatisfied with the proposed allocation to a particular post he/she will have the right to request that the proposal is reviewed.

**Selection**

The need to make a selection will arise

● where the new post is a fundamental revision of the old; or

● where a new post is created in the revised structure which represents a promotional opportunity for staff subject to `slotting in' arrangements or

● where a new structure is being introduced which means that there are less posts at a particular level than there are potential candidates for those posts.

In these circumstances arrangements for limited internal competition amongst the immediate workgroup will apply. This will take the form of interviewing appropriate internal candidates for the post. Where the need for a reduction in a group of posts to which `slotting in' arrangements would apply arises, selection for redundancy will be made on the basis set out in the Staffing Reductions Policy.