



## ORGANISATIONAL CHANGE POLICY

**Co-ordinator:**

Director of HR and  
Strategic Change

**Reviewer:**

Grampian Area  
Partnership Forum

**Approver:**

Grampian Area  
Partnership Forum

**Signature****Signature****Signature****Identifier:**

NHSG/POL/01/HR

**Review date:**

This policy will be  
reviewed biennially  
by Grampian Area  
Partnership Forum

**Implementation  
date:**

1<sup>st</sup> May, 2009

**UNCONTROLLED WHEN PRINTED**

**VERSION 2**

The provisions of this policy, which was developed by a partnership group on behalf of Grampian Area Partnership Forum, apply equally to all employees who hold a current contract of employment with NHS Grampian.

**NHS GRAMPIAN  
ORGANISATIONAL CHANGE POLICY**

**If you have difficulty understanding the English language, this policy can be made available to you in a language of your choice.**

**This policy can also be made available, on request, in other formats e.g. in large print or on a computer disk.**

**For all requests for copies of this policy in another language, or in an alternative format, please call the Corporate Communications Team on 01224 554400.**

# **NHS GRAMPIAN ORGANISATIONAL CHANGE POLICY**

## **INDEX**

	<b>PAGE</b>
<b>1 INTRODUCTION</b>	<b>4</b>
<b>2 WHAT IS ORGANISATIONAL CHANGE?</b>	<b>5</b>
<b>3 PRINCIPLES AND VALUES</b>	<b>5</b>
<b>4 THE ORGANISATIONAL CHANGE PROCESS</b>	
<b>4.1 Objectives of the Change Process</b>	<b>6</b>
<b>4.2 The Change Process</b>	<b>6</b>
<b>APPENDICES</b>	
<b>1 FLOW CHART</b>	<b>9</b>
<b>2 CAREER SUPPORT FOR STAFF</b>	<b>10</b>

# NHS GRAMPIAN ORGANISATIONAL CHANGE POLICY

## 1 INTRODUCTION

NHS Grampian (NHSG) recognises that, in order to improve the quality and/or effectiveness of patient care or in response to national or local initiatives, it requires to make organisational changes from time to time.

NHSG also recognises that:

- it is necessary to have robust mechanisms in place to support those who become involved in workforce redesign processes and
- the success of such change depends upon effective partnership working and involvement to achieve agreed and robust outcomes

In addition, NHSG understands that employees may experience concern about change and it will, therefore, make every effort to ensure the continued employment of staff by maximising redeployment and retraining opportunities when planning for and implementing, change.

Consequently, the purpose of this policy and process is to set out the principles, values and framework which NHS Grampian has adopted to manage such situations.

This Policy also requires that those involved adopt behaviours which will ensure adherence to the five Staff Governance Standards i.e. that staff are:

- well informed
- appropriately trained
- involved in decisions which affect them
- treated fairly and consistently and
- provided with a safe and improved working environment

The Organisational Change Steering Group can be asked to arbitrate on any questions relating to the operation of this policy e.g. matters relating to equity, cross sector issues, a wish to deviate from the provisions of this policy etc and can be contacted via the relevant HR manager.

## 2 WHAT IS ORGANISATIONAL CHANGE?

Change may be necessary for a variety of reasons e.g. service redesign, demographic change etc and can come in many different forms and at various levels. When these changes affect the way an organisation provides its services, the way it employs its staff and/or the terms and conditions of employment of its employees, it is referred to as “organisational change”.

## 3 PRINCIPLES AND VALUES

In order to maintain and improve the quality of service and maintain the commitment and motivation of staff, NHSG has agreed that the following Principles and Values should apply to the organisational change process:

- a) the organisational change process will be applied with consistency and fairness across the organisation
- b) the employees who will potentially be affected, plus \*staff side representatives, HR and any other relevant parties, will be involved in the process at the earliest possible opportunity – see Flow Chart at **APPENDIX I**
- c) wherever possible security of employment will be maintained, with redeployment and retraining being utilised, as appropriate, to ensure the retention of staff within the service. Compulsory redundancies will, consequently, only be effected as a last resort
- d) in line with the National Organisational Change Policy, any employee who is redeployed to a post as a result of Organisational Change will suffer No Detriment to their terms and conditions of service. This includes full protection of income and earnings levels and all contractual obligations
- e) all managers will, when developing plans and identifying any staffing implications, work positively with HR professionals, staff side representatives and the employees concerned
- f) where organisational changes are linked to cross sector/directorate developments, every attempt will be made by those involved to manage closely related organisational/service changes on the same time-scale
- g) those leading organisational change will work in partnership with Staff Side and will communicate with the affected employees openly, honestly and timeously about all proposed changes which may impact upon them and provide relevant support through the appraisal, KSF and personal development processes

---

\*The term “staff side representatives” refers to accredited trade union/professional organisation representatives.

- h) NHSG will also provide career support and guidance e.g. interview preparation, career guidance etc., either in-house or through an independent external provider, whichever is most appropriate in the circumstances. For further information on the support currently available contact HR/Learning and Development. Also see **APPENDIX 2**
- i) throughout this process affected employees will be offered feedback at relevant times

## 4. THE ORGANISATIONAL CHANGE PROCESS

### 4.1 Objectives of the Change Process

The objective of the process is to ensure the change is completed efficiently and effectively by:

- involving staff at the earliest possible stage of the process
- filling any posts with competent people
- minimising disruption
- retaining valuable skills
- avoiding unnecessary costs
- acting lawfully

### 4.2 The Change Process

#### Stage 1

Any manager(s) considering change must involve the affected employees, staff side representatives, HR and any other relevant parties, as early as possible i.e. **before** any decision is made, in order that they have the opportunity to influence the decision making process. During this consultation, the manager(s) concerned will explain the reason for the proposed change, the impact which it will have on the employees and the service concerned and the consequences of the change not being made. The manager will also discuss whether a project steering group needs to be formed, bearing in mind that such a group **must** be set up where ring fencing is involved.

## **Stage 2**

Managers, in conjunction with staff side representatives and (where there is one) the project steering group, will consider what workforce planning and redesign options might be appropriate. These tools can help to think through the future workforce model and what options could be applied.

They can also help to highlight any workforce matches or gaps which may exist and identify development needs and are available by clicking on “Workforce Tools and Models” under Workforce Development on the Human Resources pages of the intranet.

Managers should also consider what specific Career Support could be made available to employees at all stages of the organisational change process - see **APPENDIX 2**.

## **Stage 3**

Ring fencing of posts will take place where the job content of those identified by the changes is significantly amended. Employees within the ring fence will be given details of all posts within the new service/ structure, but will normally only be entitled to apply for posts one grade up/one grade down – any proposal to deviate from this should be referred to the Organisational Change Overview Steering Group. (Ring fencing can only be by-passed where all parties agree to this).

## **Stage 4**

Where there is only one candidate for a post and that candidate is considered suitable (or where the number of suitable candidates is equal to or less than, the number of available posts) they will be “slotted into” the post. Where the sole candidate for post is not considered suitable they will be put on the Displaced Register.

## **Stage 5**

Where there is more than one suitable candidate for a post, they will be required to apply for the post they are interested in. If, on receipt of their application, they are considered to be a suitable candidate for the post they will be invited to attend a competitive interview for the post. Only employees from the ring fenced group will be considered for these posts at this stage.

## **Stage 6**

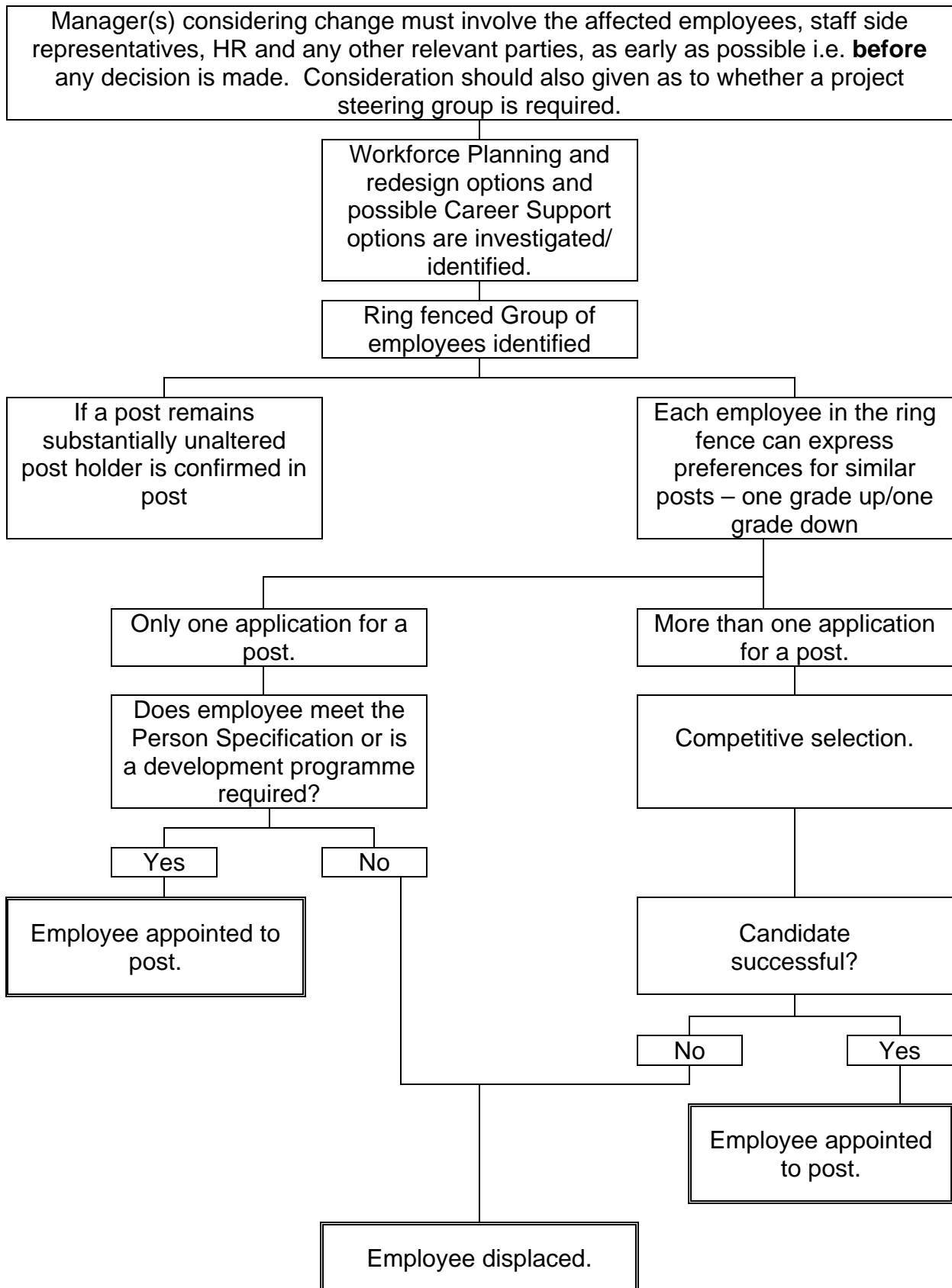
Where a candidate for a ring fenced post is considered suitable after competitive interview they will be appointed to the post in the new service/structure.

Where a candidate for a ring fenced post is not considered suitable after competitive interview they can apply for any other suitable post within the new service/structure.

## **Stage 7**

Where an employee is not considered suitable for any post within the new structure/service they will be put on Displaced Register to assist NHSG and the employee to identify a suitable alternative post for them – see NHS Grampian's Redeployment policy which is available on the intranet/internet. Alternatively they can obtain a copy from their line/clinical manager, staff side representative, or HR Department.

FLOW CHART



**CAREER SUPPORT FOR STAFF**

A range of options will be provided to staff to support them to prepare for role changes and interviews, which may include one or more of the following:

- Internal interview preparation and career support workshops
- Internal coaching
- Mentoring support
- Redeployment/secondment opportunities
- Retraining opportunities
- Outplacement support
- External Career guidance support