



## Organisational Change Policy

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**The provisions of this policy, which was developed by a partnership group on behalf of Grampian Area Partnership Forum, apply equally to all employees of NHS Grampian except where specific exclusions have been identified.**

NHS Grampian  
Organisational Change Policy

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**This Policy has undergone Equality and Diversity Impact Assessment.**

**Revision History:**

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# NHS Grampian Organisational Change Policy

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## 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 may require to make organisational changes from time to time.

NHSG also recognises that:

- The NHSScotland [Staff Governance Standard](#) applies to all organisational changes to ensure those potentially affected by the changes are,
  - well informed
  - appropriately trained
  - involved in decisions which affect them
  - treated fairly and consistently and
  - provided with a safe and improved working environment
- It is necessary to have robust mechanisms in place to support all employees who become involved in organisational change 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 employees 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 NHSG has adopted to manage such situations.

Any questions on the application of this policy should initially be raised with the Operational HR Team, or through the Project Steering Group once the Project Steering Group has been initiated (See Section 4 Stage 1),

Any request to vary from this Policy must be escalated to the Change Management Oversight Group (CMOG) for decision.

## 2 What is Organisational Change?

Change may become necessary for a variety of reasons e.g. national and local initiatives, technological developments, service redesign, demographic change 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 employees 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 employees, 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 openness, fairness and consistency across the organisation
- b) the employees who will potentially be affected, Trade Union and Professional Organisation Representatives, Partnership representatives, HR and any other relevant stakeholders will be involved in the process at the earliest possible opportunity
- c) wherever possible security of employment will be maintained, with redeployment and retraining being offered, as appropriate, to ensure the retention of employees within the service
- d) in line with the national Organisational Change Policy, any employee who is affected by organisational change will suffer no detriment to their terms and conditions of service. This includes full protection of earnings levels appropriate to the element of pay that is changing and all contractual obligations, as per [STAC Circulars](#)
- e) the Organisational Change Policy and any resultant pay protection is intended to secure employment at current grade/pay band as far as is reasonably practicable and should be seen as not a means to secure promotion
- f) For employees who require grade/pay band protection as a consequence of organisational change, NHSG needs to redeploy employees into suitable alternative employment as soon as possible, ensuring that employees maintain their skills and competencies. Employees also have an obligation to maintain their skills and competencies and apply for suitable alternative posts
- g) where organisational changes are linked to cross system developments, every attempt will be made by those involved to manage closely related organisational changes on the same timescale
- h) support and guidance will be provided for all managers leading organisational change
- i) NHSG will provide support and guidance to affected employees e.g. interview preparation, career guidance etc., either in-house or through an independent external provider, whichever is most appropriate in the circumstances. Also see **Appendix 1**
- j) throughout this process affected employees will be offered feedback at relevant times

## 4. The Organisational Change Process (See Appendix 2)

### Stage 1

- Manager(s) considering change must involve all stakeholders, as early as possible i.e. **before** any decision is made, in order that those affected have the opportunity to influence the decision making process,
- The line manager sets up a Project Steering Group consisting line management, affected employees, HR, Trade Union and Professional Organisation Representation and Partnership representation
- The manager(s) concerned explains the reason for the proposed change, the impact which it may have on employees, stakeholders and the service concerned and the potential consequences of the change not being made.
- The Project Steering Group agrees clear aims and a timescale for the change

### Stage 2

- The Project Steering Group considers what workforce planning and redesign options might be appropriate, noting that risk management, assessment and mitigation are essential elements in workforce planning.
- Before progressing further, the options should be Equality and Diversity Impact Assessed with the aim of avoiding inadvertent discrimination against one or more of the groups with a “protected characteristic”.

### Stage 3

- The Project Steering Group decides the preferred redesign option and identifies the group of affected employees (known as the Ring Fence). If the organisational change leads **solely** to changes in on-call frequencies, hours worked or shift patterns, then organisational change protection is applied in accordance with the most up to date [STAC Circulars](#), which include provisions for the employee receiving written confirmation, and the organisational change then concludes. If the changes are not limited to on-call frequencies, hours worked or shift patterns, then the remaining stages of the process must be followed.

### Stage 4

- Ring fencing of posts takes place where the job content of those identified by the changes is significantly amended (for example by more than contextual changes to job descriptions, decrease in employees numbers or skill mixing)
- Eligibility for inclusion in the Ring Fence extends to the following groups of affected employees:
  - Substantive and Fixed Term Contract employees
  - Substantive and Fixed Term Contract employees on secondment in another service/organisation
  - Substantive and Fixed Term Contract employees on

- maternity/paternity/adoption/fostering leave
- Substantive employees on Career Breaks
- The following groups of affected employees are not eligible for inclusion in the Ring Fence:
  - Bank Workers
  - Employees on secondment from another service/organisation

### **Stage 5**

- The Project Steering Group agree the process for seeking and receiving expressions of interest for Ring Fenced posts, the criteria for considering candidates suitability for posts including the extent of personal development that may be required, and the format for any interviews that may be required
- Employees within the ring fence are given details of all posts within the new service/structure, but are only be eligible to express interest in posts at their substantive pay band. Where no posts are available at their substantive pay band, employees' eligibility is extended so they can apply for posts one band up or one grade down within the new service/structure.

### **Stage 6**

- The Appointing Managers review all expressions of interest for suitability
- Where there is only one suitable candidate for a post, or where the number of suitable candidates is equal to or less than the number of available posts, the candidates can be "slotted into" post
- Where there is more than one suitable candidate for a post, candidates are invited to attend a competitive interview for the post.

### **Stage 7**

- Successful candidates are appointed to posts in the new service/structure.
- Unsuccessful candidates are supported to find suitable alternative employment in accordance with the NHS Grampian Redeployment Policy

## **Tests of Change and Pilot Projects**

The principles described within this policy must be applied when any Test of Change, Pilot or any other project or initiative has the potential to affect the way NHS Grampian provides its services, and/or the terms and conditions of employment of its employees.

As a minimum, Stages 1 to 3 from this policy must be followed in such circumstances.

After evaluation, if a test of change is deemed to be successful and sustainable, the remaining Stages in the policy must be followed, unless the changes lead solely to changes in on-call frequencies, hours worked or shift patterns in which case organisational change protection is applied in accordance with the most up to date [STAC Circulars](#), which include provisions for the employee receiving written confirmation of those changes.

It should be noted that any Test of Change or a Pilot or a project or initiative must not be used as a way to avoid the Organisational Change process.



## Support for Employees

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

- We Care Programme resources – via [We Care](#)
- Internal interview preparation and career support workshops
- Internal coaching
- Mentoring support
- Redeployment/secondment opportunities
- Learning & development opportunities
- External Career guidance support
- Trade Unions and Professional Organisations
- Occupational Health Service

Flow Chart

