



BUCKINGHAMSHIRE
NEW UNIVERSITY

EST. 1891



MANAGING ORGANISATIONAL CHANGE

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Background

- 1 The University recognises the need to be proactive, responsive, flexible and agile to remain financially sustainable and to continuously recognise our commitment to the needs of our students and staff.
- 2 The key drivers for change relating to the University (business) need may include:
 - a technological;
 - b external factors;
 - c location – working smarter;
 - d growth/ new products/partnerships;
 - e process changes;
 - f product / service changes;
 - g increase in funding and/ new business opportunities
- 3 The University is committed to managing change in a fair and equitable manner and will use this policy to achieve this. In situations where it is required we will follow the Voluntary Severance process which is outlined in points 68-69.

Purpose Statement

- 4 Before the University embarks upon a change process that will impact employees, a clear business rationale for the change(s) will be outlined as soon as possible. Employees and Trade Union representatives will be made aware of the challenges or opportunities facing the University and the changes that are required.
- 5 The University will endeavour to avoid redundancies or to seek alternative employment opportunities should roles or jobs become redundant.
- 6 The University's overriding aim in disclosing this detail will be to limit the scope and minimise the number of staff reductions. As part of this process, once the proposals are known, the University will engage and meaningfully consult with the Trade Union representatives through the Local Joint Committee and/or Special Interest meetings at the earliest possible opportunity and throughout the process. The University will open channels of communication at all stages of the process.
- 7 The University will consider measures that are an alternative to redundancy which may include one or more of the following:
 - a natural wastage through the process of employees leaving their jobs, retiring or moving to other jobs;
 - b training/re-training employees;
 - c restricting the recruitment of permanent employees and/or introducing a recruitment freeze where appropriate;
 - d filling vacancies from among existing employees only through internal advertisement;
 - e reducing the use of temporary/atypical/agency employees; as long as they do not qualify for equal status and consideration by virtue of employment history and employment laws considerations;

- f reducing the amount of over-time working in the University;
- g 'bumping' or transferred redundancy is where an employee whose job is not redundant accepts voluntary severance to make way for an employee whose role has become redundant;
- h Inviting volunteers for selection for voluntary redundancy either across the University as a whole or from specific areas.

Applicability and Scope

- 8 This policy applies to permanent members of staff, and fixed term employees who are employed by the University where role(s) are impacted by organisational change.
- 9 If an employee holds a visa to work in the UK then advice should be sought from HR on the impact of a proposed change in role on their visa.
- 10 The policy is to be followed in all cases of organisational change including where redeployment, retraining and/or redundancies are possible outcomes of change.

Responsibilities

- 11 The University Executive team is responsible for the strategic direction of the University and the approval of the case for change from the School/Directorates. There may be circumstances, where the University may consider from a business perspective a voluntary redundancy scheme prior to the commencement of any changes is not appropriate
- 12 The Students' Union will be involved as a key stakeholder where there is a direct impact on the student experience.
- 13 Lead Sponsor for change (note: can be Managers below) will be involved in developing the business case for change and identifying with HR the consultation timescales in accordance with the policy.
- 14 Heads of School / Directorates should be involving staff early in the process as it will enable them to contribute and feel a greater commitment to the change process. Managers will be:
 - a Responsible for developing the business case for change and provide and communicate information to employees and Trade Unions so they are able to make meaningful contributions to the consultation process.
 - b To undertake the equality impact assessment reaffirming the University's commitment to promoting equal opportunities and protected characteristics;
 - c Ensuring that there is full and open communication throughout the period of organisational change with Trade Unions and employees on the process of change;
 - d Managers should treat every employee fairly and as an individual if they are part of a collective organisational change process;
 - e Managers should work closely with the employee and Human Resources to find suitable alternative employment and to avoid redundancies;

- f Managers will attend training and should seek advice from HR on understanding the process of managing and implementing organisational change.
- 15 Employees are expected to play an integral role, and best practice will be to involve them at the earliest stage by seeking out their views during the pre-consultation and consultation stages; also in the implementation and in identifying potential new career opportunities. Employees will receive training and development, as appropriate, to meet new skill requirements and support when identifying suitable alternative employment.
- 16 Trades Unions play an important role in advising and representing staff who are undergoing organisational change including one to one consultation meetings and the overall case for redundancy. Trade Unions will work with managers to ensure that organisational change is managed with the least disruption of services to students, other staff and services. The University will formally notify the Trade Unions of any proposed organisational changes and will undertake consultation with them in line with the legal requirements.
- 17 Human Resources (HR) are able to provide expert advice and guidance to managers and individuals on how the managing organisational change policy applies to them. HR advice should be sought at the earliest opportunity.
- 18 All parties concerned are reminded of their obligation to respect confidentiality at all times during the consultation process.

Definitions

- 19 **Types of change** where there are various forms and local levels of organisational change, some of which may be implemented following informal consultation with individuals, whereas other forms of change may require a more formal process of consultation. There will be early involvement with employees and Trade Union representatives.
- 20 **Minor change** may refer to a situation where there is a proposed change to a department or defined group of employees which does not involve a re-organisation of posts or fundamentally affect terms and conditions. Possible examples of change could be change of department location; change of line manager or reporting structure, change of working practices.
- 21 **Major change refers** to any change that may have more of an impact on individuals with regards to terms and conditions of employment or where changes are likely to result in a workforce reduction (redeployment or redundancy). Possible examples of change would be restructures in a School/Directorate impacting on the nature of staff responsibilities, and/or grades; the cessation of the provision of an activity or closure of a directorate and redeployment of employees.
- 22 **Right to be accompanied** by a work colleague or Trade Union representative to formal meetings.
- 23 There are more definitions outlined in Appendix 2 of the policy.

Establishing the business need for change

- 24 The first step in any organisational change process is to understand why the change is necessary and the scale of change that is required. For the change to be meaningful managers should involve their employees. This will involve a review of processes, systems, structure, an analysis of roles, skills, locations and activities currently being undertaken and assessing how these needs may be met in the future, also taking into account the need to avoid redundancies wherever possible.
- 25 If the Head of School/Director (i.e. Lead Sponsor) considers there is a need for change this must be discussed with the UET responsible lead. HR can also provide advice on how to approach the change. The changes would need to align to the University strategy. The Lead Sponsor should follow the process outlined in Appendix 1.
- 26 If the proposed change is significant, and/or has major implications across the University, a business case should be made to the University Executive Team (UET) to outline the case for change and to seek agreement to engage in consultation with key stakeholders, employees and the Trade Unions.
- 27 The business case will contain the following details:
- The current position including staffing structure;
 - The need for change and the rationale behind the change;
 - All financial information required to justify the need for change;
 - The impact of not changing;
 - The options that have been considered;
 - The proposals for change (including the proposed staffing structure and how it will operate i.e. with less staff or changed roles] if envisaged prior to consultation);
 - The benefits of the proposals;
 - The financial and staffing implications of the proposals, (including if known any potential redundancy and early retirement funding costs implications);
 - The numbers and grades of staff who are at risk of redundancy as a result of the proposals;
 - The total number of staff of that grade within the area and within the University/School/Directorate;
 - The measures to be taken to avoid potential redundancies that should be explored both prior and during a change exercise included are outlined in the Principles;
 - The proposed method of selecting the staff at risk of redundancy;
 - The formula for calculating redundancy payments and any protected pay arrangements;
 - Details of the proposed consultation timetable, schedule of meetings and proposed timescale for implementation of the revised structure.
 - The equality impact assessment.
- 28 Once approval has been granted by the University Executive Team, the lead sponsor will be able to consult with the authorised representatives of the recognised Trade Unions. This will take place through the Local Joint Committee (LJC) and/or Special Interest Meetings (SIM) as a matter of routine on School/Directorate plans as they relate to Resourcing requirements and the development of the workforce; this will include:

- The recent and probable development of the University's activities and economic situation;
 - The situation, structure and probable development of employment within the University and on any anticipatory measures envisaged, in particular, where there is a threat to employment within the University; and
 - Decisions likely to lead to substantial changes in work organisation or contractual relations
- 29 The Lead Sponsor must prepare a consultation document including an equality impact assessment, a communication plan for all types of change, job descriptions and person specifications. All new jobs will be evaluated in accordance with the University's job evaluation process (HERA). See Appendix 3 for the template. This document should be circulated to the affected staff and the Local Joint Committee.
- 30 Where change actually involves business growth, changes in technology and other major changes that have a significant impact on ways of working, the Lead Sponsor will be expected to prepare a business case which will be approved by these groups:
- a) Increase in resourcing – this will go through the Vacancy Requisition Group which is chaired by the Vice-Chancellor;
 - b) Changes to systems, technology, Estates etc. A business case will be prepared for the Capital Programme Board to seek funding for investment.

Consultation

- 31 Where the number of roles involved exceed the S188a process this information will be disclosed to the Trade Unions as required.
- 32 The HR Director shall notify the Redundancy Payments Service (RPS) prior to the commencement of a consultation. The HR Director will complete form HR1. The deadline will depend on the number of proposed redundancies:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/710845/NEW_HR1.pdf

Employee Consultation

- 33 The purpose of consultation is to provide as early an opportunity as practicable for all concerned to explore the options. Consultation will not only be passing of information but will also provide an opportunity for employees and their representatives to express their views/concerns and have these taken into account as far as reasonably practicable when considering alternatives and making decisions.
- 34 Consultation with the UCU/UNISON members elected to represent staff will take place at the earliest opportunity including a commitment to have early discussions on voluntary redundancy and approach to implementation, either at the point that serious consideration is given to changes or once specific proposals for change that will affect staff have been formulated before formal consultation.
- 35 Where employee groups are not represented by trade unions, the process will involve the election of staff representatives for the purposes of meaningful consultation. We

recognise that Trade Unions may provide support to those individuals impacted by changes.

- 36 The University will consider the views of employees and representatives to find suitable resolution when making a final decision about any proposed change. Where the decision of the University is in conflict with Trade Union representatives and staff a written explanation of the reasons will be provided to LJC.
- 37 The University is committed to best practice, which will include a minimum consultation period of 30 days for all staff. Any extension to the consultation periods will be in discussion with the HR Director or nominee and the lead sponsor consulting on the changes.
- 38 The minimum period for notification and consultation will be:
- Where there are less than 20 (redundancies) posts at risk there are no statutory limits but we will apply a minimum of 30 days;
 - between 20 and 99 posts at risk (redundancies) in a 90 day period at one of the University's establishments – the consultation must start at least 45 days before any redundancies (dismissals) take effect.
 - *100 or more staff at risk redundancies* in a 90 day period – the consultation must start at least 90 days before any redundancies (dismissals) take effect.
- 39 Following consultation with the recognised Trade Unions, individuals affected by the proposals will also be consulted. The process for individual consultation will be agreed with the relevant manager and may include an initial presentation with key messages and launching the change, group meetings, followed by meetings with individual employees.
- 40 Meetings will be arranged at the earliest opportunity between the affected employee, management and HR. Staff will be advised of their right to be accompanied by a work colleague or Trade Union representative at all meetings. The purpose of the meeting will be to ensure:
- the maximum time for individuals to consider the impact of the proposal upon their personal position;
 - discuss and explore the options;
 - Invite the employee to make comments on the proposals during the meeting or following the meeting.
 - The detail and outcome of the individual meetings should be recorded and confirmed in writing within the agreed consultation timescales. In addition to the meetings with their manager, affected employees may be kept informed by briefings or emails or other forms of communication during the consultation process.

Selection and Assessment

Approach to filling posts in the revised structure

- 41 The rationale for the changes and the revised structure will make it clear what work remains largely unchanged and what work is changing, disappearing and/or reducing.

This means that it will be possible to confirm those employees that are out of scope, those that are directly affected by the changes and any employees who are on maternity leave.

Assessment Methods

- 42 Assessment methods will be developed in line with the appropriate organisational change and will be subject to the completion of an equality impact assessment. These methods may include paper based assessment, interviews, testing, supporting statements. The manager will ensure that the assessment method is fair, objective and valid for the role in question and that the selection criterion is applied consistently and does not discriminate against any particular groups of staff. Any organisational changes will be managed to ensure that there is no detrimental impact on the student experience.
- 43 If the number of suitable alternative posts in the old and the new structure remains the same and/or there is only one candidate in the pool then a management assessment may be sufficient.

Slotting in (Out of Scope)

- 44 Where reductions are not required and/or where the work is not interchangeable with other work, employees will not be affected by the proposed changes and will be confirmed in post. Employees confirmed in post will not be required to go through a selection process.

Ring-fencing/Restricted competition (In Scope)

- 45 Where employees work in roles that are reducing in number or their work is broadly similar to and/or interchangeable with the work that is reducing they will be placed in the same selection pool.
- 46 Ring-fencing selection pools will be used to try and mitigate redundancies and ensure that employees that do similar work and have similar skills, knowledge and experience have an equal opportunity to be considered for revised roles.

Alternative Employment

- 47 Where an employee is at risk of redundancy, the University has a legal obligation to review redeployment opportunities and offer 'suitable alternative' and/or 'alternative' employment within the University wherever possible.
- 48 Alternative employment is work that may be available within the University but on different terms or within a different capacity to the current position and grade. There is no statutory obligation to offer alternative employment on different grades or with significantly different responsibilities but, in a redundancy situation, an employee may wish to consider these options. An employee is not obliged to accept an 'alternative' offer of employment at a lower grade or on substantially different terms.

Suitable Alternative Employment (SAE)

- 49 Suitable alternative employment is work within the University that is on broadly the same terms and within the same capacity as the current employment. Any suitable

alternative employment must be brought to the employee's notice in writing before the date of termination of contract and with reasonable time for the employee to consider it. The employment should be available not later than four weeks from that date.

- 50 Employees will be expected to accept an offer of suitable alternative employment. In defining what is suitable, the onus will be on employees to demonstrate why it is not possible to carry out a particular role. Consideration will be given to the following:
- a Pay (including benefits), status, hours and location;
 - b Skills, abilities and circumstances in relation to the job;
 - c Terms of the job being offered;
 - d How similar the work is to the current job.
- 51 If an employee is at risk of redundancy, they will be given priority consideration for any posts identified as 'suitable alternate' in line with their skills, experience and capabilities. Where an employee meets the minimum criteria for the post, a guaranteed interview shall be conducted in advance of advertising the post internally or externally. Where, the member of staff demonstrates that they fully meet the requirements of the post at the interview, it is expected in line with legal requirement that they shall normally be appointed to the post.
- 52 Where an employee, put forward for consideration, is not considered to meet the essential criteria for the post and therefore is not selected for a priority interview, or is not successful at interview, they will be given feedback.
- 53 There is a statutory obligation on behalf of an employer to offer suitable alternative employment, if it is available, to avoid redundancy. If a member of staff unreasonably refuses an offer of 'suitable alternative employment' they may forfeit the right to a statutory redundancy payment and they would have deemed to have resigned from their employment with the University. A final decision will be made by the Director of HR. Employee should instigate the appeals process before the notice of dismissal.
- 54 If suitable alternative employment is found within the University before the end of the individual's notice period, the formal notice of redundancy will be removed.
- 55 If the alternative employment is at a lower grade (e.g. one grade higher or lower), consideration will be given on the application of pay protection.
- 56 If an 'at risk' employee applies for a post which is deemed as not suitable or alternative employment (as above) they will not be entitled to pay protection.
- 57 Should no redeployment opportunity be found, staff will be issued with formal notice of dismissal for reason of redundancy. The notice period would normally be statutory or contractual notice period whichever is the higher.

Trial Periods

- 58 Trial periods will be available for employees who have been offered suitable alternative employment. The statutory trial period is normally for four weeks and is for the University, the manager and the employee to assess the suitability of the post as an offer of employment. In exceptional circumstances, the business may request to extend trial period (**up to twelve weeks**) and this will be mutually agreed with the lead sponsor/manager and HR.

- 59 During the trial period, the line manager shall meet with the employee on a regular basis to review progress and identify any areas where further training or support may be required. The trial period may run concurrently with the notice period (as the redundancy notice would have been issued).
- 60 At the end of the trial period, the line manager, and the employee, shall confirm to HR whether or not the appointment is successful. If the trial period is unsuccessful the employee would return to the remaining part of their notice period if applicable. Where the appointment is not confirmed, this must be supported by written reasons from either party.

External / Internal open competition

- 61 Open competition selections will apply after employees from the affected staff group have been given an opportunity to apply for the role. Any vacant roles at this stage can be advertised and filled in line with the University's Recruitment and Selection policy.

Bumping

- 62 Bumping occurs when an employee who is not in scope of the change offers to vacate their post, so it can be filled by another employee. The University may seek volunteers or employees may contact their manager to express an interest in being bumped. Following the request for volunteers, the University will consider any bumping applications. Requests will be considered in line with business needs and requests may be rejected as a result of business needs. Approvals to bumping and any Voluntary Severance/Redundancy payments made are at the discretion of the University.

Redundancy payments

- 63 Statutory redundancy is a payment given to an employee who has been made redundant. The rules and calculations that determine the amount paid are set out by the government and in the local government (modification) order.
- 64 Employees with two or more years' service are entitled to a redundancy payment calculated in accordance with Section 162 (Employment Rights Act 1996).
- 65 Redundancy pay is based on an employee's earnings before tax (gross pay), their age and the years that they have worked for the University.
- Half a week's pay for each year of work before their 22nd birthday;
 - 1 week's pay for each full year of work from their 22nd birthday (up to 41);
 - 1.5 weeks' pay for each full year of work from their 41st birthday onwards

The University will inform the employee how their redundancy pay has been calculated. Redundancy pay is only payable for a maximum of 20 years of work. The weekly pay is capped and the maximum amount of statutory redundancy pay can be found on <https://www.gov.uk/redundant-your-rights/redundancy-pay>

Note: Redundancy pay (including any severance pay) under £30,000 is not taxable. The University will deduct tax and National Insurance contributions from any wages or holiday pay owed to the employee.

- 66 Employees can calculate their redundancy pay on <https://www.gov.uk/calculate-your-redundancy-pay>. Normal practice is for the University to pay statutory redundancy pay but under some circumstances there may be opportunities for the University to consider enhancing it.
- 67 The University does not permit academic employees aged 50 or over but under age 60 access to premature retirement benefits under the Teachers Pensions Scheme. The same condition may be applicable to Professional Service Employees in the event that similar changes are implemented in the Local Government Pensions Scheme.

Voluntary Redundancy

- 68 The University will retain absolute discretion on whether or not to request or accept volunteers for redundancy in order to avoid compulsory redundancies. There will be a commitment by the University to have an early discussion on voluntary redundancy with the recognised Trade Unions and approach to implementation. A further consideration will include the impact voluntary redundancy might have on the structure of the remaining workforce, whether it will result in the imbalance of skills and experience. Where it is agreed that a request is to be made, volunteers may be sought initially from within the business areas affected.
- 69 The University will communicate the process for selecting employees for voluntary redundancy ensuring it does not discriminate against any of the protected characteristics. This will be subject to the completion of an Equality Impact Assessment.

Re-employment following redundancy (compulsory or voluntary)

- 70 Unless sanctioned by the Vice-Chancellor, no employee may be re-employed by the University, or one of its subsidiary companies, before the end of the “pay-back” period or two years from the date of termination of employment whichever is the longer. Pay-back is the time it takes to recover the redundancy or voluntary severance payment by not incurring payroll costs.

Protection arrangements

- 71 Where alternative vacancies are offered to employees under notice of redundancy who have at least twelve months continuous service;
- a the current terms and conditions and salary level of the employee will be at the lesser of either the equivalent of the redundancy payment or protected for a period not exceeding twelve months where the alternative post is at a lower grade; in this respect:
 - o incremental rises, where applicable, will not be paid until, through the operation of annual pay awards, the salary level for the new post matches that of the individual

- the post will be monitored to ensure compliance with equal value requirements and will be reviewed and discussed with the relevant recognised Trade Union annually
 - subsequently, every endeavour will be made to place the individual in a post that is commensurate with their original salary
- b Where a job is accepted on another University campus due to organisational change and this is further away from the employee's home, excess home to work mileage will be paid for a period of twelve months from the date of appointment. All payments will be subject to tax and national insurance deductions.
- c The employee will be entitled to a statutory trial period in the new post which is, normally for four weeks, but in exceptional circumstances, the business may request to extend the trial period (up to twelve weeks) and this will be mutually agreed with the lead sponsor/manager and HR. At the end of the trial period, the new employment will be confirmed. If the trial period is deemed unsatisfactory by the University or the employee the employee may be entitled to receive a redundancy payment.

Transfer of Undertakings (Protection of Employment) (TUPE) Regulations 2006

- 72 The TUPE rules apply to the University as it protects employees' rights when the organisation or service they work for transfers to a new employer. The regulations can apply when a company is sold, activities are insourced or outsourced, brought in-house, transferred or a contract for services is moved from one provider to another.
- 73 The regulations impact the employer who is making the transfer (also known as the outgoing employer or the transferor) and the employer who is taking on the transfer (also known as the incoming employer, the new employer or transferee).
- 74 Employees will transfer automatically to the incoming employer and their terms and conditions of employment (apart from occupational pensions) and continuity of service will also transfer.
- 75 Any change that may fall under the definition of TUPE should be discussed first with HR.
- 76 The University will consult and inform those employees affected by the TUPE transfer and any measures that we plan to take, regardless of the numbers that are affected.
- 77 Please see the link to understand what to do when undertaking changes under TUPE: <http://www.acas.org.uk/media/pdf/m/t/Table-of-4-key-stages-TUPE-process.pdf>

Assistance with job seeking

- 78 The University will permit employees under notice of redundancy to time off with full pay in order to look for work or arrange training for new employment. Requests for time off should be made to their line manager.

Outplacement, counselling and career guidance

- 79 The University, through the Human Resources Directorate, may arrange specialist support for employees under notice of redundancy in the form of individual counselling, and guidance on finding another job, including advice on preparation of CVs, job search skills and attending interviews.
- 80 Outplacement support may be provided at the discretion of the Director of HR.

Appeals procedure

Appeals against a dismissal

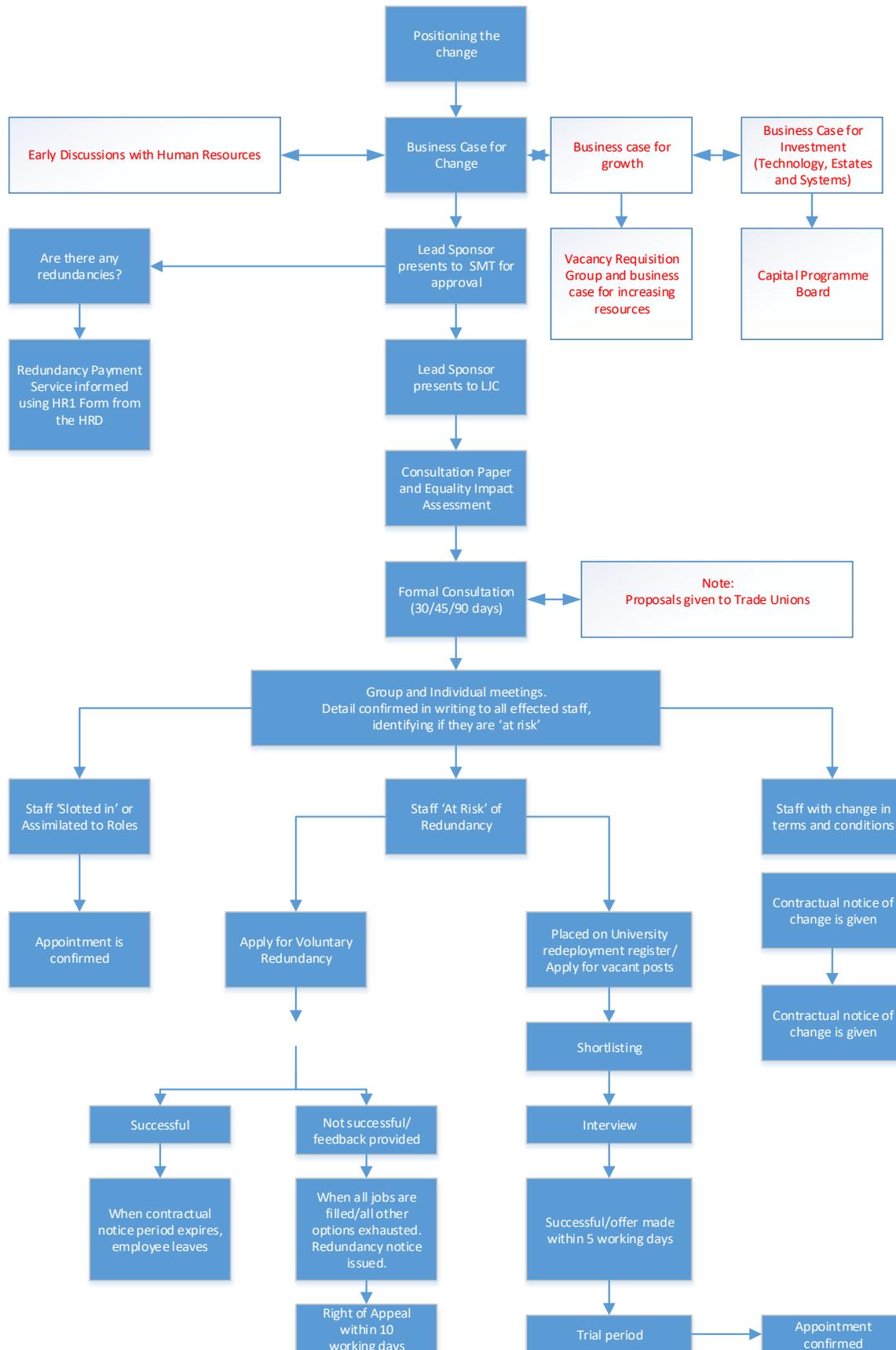
- 81 Employees have the right to appeal to an Employee Appeals Panel which includes members of the University Council; this should be made in writing to the Academic Registrar and Secretary within 10 working days of receipt of the letter confirming they are to be made redundant, stating clearly the reasons for the appeal. See Appendix 5 for the outline of the process.

Monitoring

- 82 The Organisational Change will be monitored by the Human Resources team. Human Resources will provide updates to the University Executive Team as part of regular KPI reporting which will include equality data.
- 83 All redundancy dismissals will be reported to the University Council through its Resources Committee as a reserved item.

Appendices

Appendix 1: Flow chart summarising the process for Managing Organisational Change



Appendix 2: Definitions (continued)

At Risk	is when an employee will be declared 'at risk' of redundancy at the point which it becomes clear they could potentially be placed in a Redundancy situation in the future. This declaration is not a notice of Redundancy.
Alternative employment	is work that may be available within the University but on different terms or within a different capacity to the current position and grade.
Natural Wastage	The process of employees leaving their job because they want to retire or move to other jobs.
Redundancy Payment Service (RPS)	The University will give advance notification of potential redundancies and the University will be required to complete an HR1 Form - https://www.gov.uk/government/publications/redundancy-payments-form-hr1-advance-notification-of-redundancies This form will notify the government of potential redundancies and should be completed before a consultation starts. The HR Director will notify the RPS service.
Redundancy	The statutory definition of Redundancy is contained in 139(1) of the Employment Relations Act 1996. Employees are to be regarded as being redundant if their dismissals are attributable wholly or mainly to: <ul style="list-style-type: none"> - -the fact the employer has ceased, or intends to cease, to carry on the business for the purposes for which the employees were employed; or - -the fact that the employer has ceased, or intends to cease, to carry on that business in the place where the employees were so employed; or - -the fact the requirements of that business for employees to carry out work of a particular kind, or for employees to carry out work of a particular kind in the place where they were so employed, has ceased or diminished or is expected to cease or diminish.
Redundancy Modification Order (RMO)	Designates organisations that are deemed a single employer only for purposes of redundancy.
Collective redundancy consultation	Under the Trade Union and Labour Relations (Consolidation) Act 1992 is a dismissal for a reason not related to the individual concerned.
Redundancy pay	When the university make employees redundant and they could be eligible as long as they are working under a contract of employment, have at least 2 years' continuous service and have been dismissed, laid off or put on short-time. Those who opt for early retirement do not qualify.
Statutory Redundancy notice periods	When an employee's employment is ending a statutory notice period will be given: at least one week's notice if employed between one month and two years; one week's notices for each year if employed between two and twelve years; and 12 weeks' notice if employed for 12 years or more.
Statutory redundancy notice periods and pay	Based on an employee's age and length of employment and is counted back from the date of dismissal. Length of service is capped at 20 years and weekly pay is capped at £508. The maximum amount of statutory redundancy pay is £15,240 (as of 6 April 2018). Further details can be found on https://www.gov.uk/staff-redundant/redundancy-pay

'Slotting in'	A term used to reflect a situation where an employee is confirmed into a post in a new staffing or management structure without having had to compete. 'Slotting in' occurs where a post within the new structure substantially remains the same as a post within the old structure concerning job content, responsibility and accountability, grade, status and requirements for skill, knowledge and experience. Whilst the employee is not required to compete, if there is more than one post holder but only one post, an interview will be held and the individuals measured against the person specification to determine the slots into the post.
Suitable alternative employment	Determined by reference to the Employment Rights Act 1996. In considering whether a post is suitable alternative employment, regard should be had to the personal circumstances of the employee. Employees will however be expected to show some flexibility by adapting their domestic arrangements where possible. Whether a job is suitable depends on how similar the work is to their current job; the terms of the job being offered; their skills, abilities and circumstances in relation to the job; and the pay (including benefits), status, hours and location.
Trial Periods	Where any suitable alternative employment has been offered and the employee will have a right to a four week trial period. This trial period may only be extended where there is mutual agreement between the manager and employee and a business need. Where the new role is not suitable an employee will need to provide an explanation to the manager and HR.
Outplacement counselling and career guidance	Where the University, through HR, may arrange specialist support for employees under notice of redundancy in the form of individual counselling, and guidance on finding another job, including advice on preparation of CVs, job search skills and attending interviews. Further details are available from buckslearn@bucks.ac.uk
Job Evaluation	Will be used to determine the grade of any new or changed roles during an organisational change. The University uses the Higher Education (HERA) process for evaluation.
Redeployment	The process of moving employees to a different role or of sending them to work in a different place due to an organisational change.
Voluntary Severance (VS) scheme	This may be used when reducing headcount and reductions in the establishment.
Pay Protection	This will apply to any employee of the University, with at least 12 months' continuous service with the University who, on the grounds of organisational change, is required to move to a new post or to a post which carries a lower rate of pay or is required to reduce the basic hours worked within the standard working week than previously contracted.
Time off for job hunting	Where reasonable time off will be allowed to look for another job and arrange training to assist the displaced employee to find another job. Requests for time off should be made by the employee to their line manager.
Allowances	The allowance applied to employees based at Uxbridge is protected under Clause 70.

Appendix 3: Template Document for a Consultation Paper

Introduction	<ul style="list-style-type: none"> • Purpose of the paper
Background	<ul style="list-style-type: none"> • Reasons for the proposals for change • Current position – how the service is provided now
Aims and Objectives of change	<ul style="list-style-type: none"> • Specific service objectives and an outline of what the change is intended to achieve
Proposal	<ul style="list-style-type: none"> • Details of proposal e.g. details of transfers of service (TUPE) • Include old and new organisational chart
How staff are affected by change	<ul style="list-style-type: none"> • Approach to reduce/avoid redundancy and mitigate consequences • Outline the way in which employees are selected for transfer/changes • How employees are selected for posts in the new structure • Description of new job roles, how many posts will be affected either by being reduced or changed or increased. • Details of new staffing structure, where known, including establishment, WTE and grades (as charts or lists) <ul style="list-style-type: none"> - If job losses are proposed the following information should be included: The number and roles of staff whom it is proposed to dismiss as redundant The total number of employees - The proposed method for selecting the employees who may be dismissed. Draft Job Descriptions / Person specifications
Risk assessment	<ul style="list-style-type: none"> • Undertake a risk assessment. This should look at both risks to the University of implementing the proposed change and not doing the proposed change. The impact of the remaining staff should be assessed (i.e. after the change has taken place), for example is the workload achievable by the remaining staff in the new structure.
Anticipated impact on how Employees / Students / other stakeholders that may be affected	<ul style="list-style-type: none"> • Outline any impact of the proposed change on Employees
Anticipate impact on any other stakeholders/ Schools/ Directorates/Partners	<ul style="list-style-type: none"> • Outline any impact of the proposed changes on Schools/Directorates/Partner Organisations
Financial Issues	<ul style="list-style-type: none"> • Savings to be made or financial resources required to support changes
Communication / Consultation	<ul style="list-style-type: none"> • Details of how information will be disseminated • Specify who will be available for discussion on areas of concern. • Detail timescales and a communication plan including when Employees will be informed, period of consultation, close of consultation and effective date of change

Equality Impact assessment	<ul style="list-style-type: none"> • Consideration of the impact of the change on the protected characteristics in accordance with the Equality Act 2010.
Implementation plan	<ul style="list-style-type: none"> • Detail when the new changes will be effective
Evaluation Plan	<ul style="list-style-type: none"> • Consider including a review period so changes can be assessed • Lessons learnt • How success or benefits of the restructure will be measured and evaluated following the completion of the restructure.

Appendix 4: Sources of Support

The University recognises that going through organisational change may be a difficult time for employees and, as such, employees will be able to access support including:

- An internal free Counselling Service is available for all employees. For further information or to book an appointment please contact the Counselling Service on extension 5018.
- A confidential Employee Assistance Helpline which is available 24/7 and can be accessed [here](#).
- Access to Occupational Health through a management referral. For further details contact Human Resources.
- Access to the 'Big White Wall' which is a digital mental health online support service offering 24/7 safe support and is completely anonymous <https://www.bigwhitewall.co.uk/>.
- A suite of e-learning modules available through Microlearn which includes sessions on health and wellbeing and managing organisational change. For further details please contact buckslearn@bucks.ac.uk.

Trade Union representatives are also available for support and the details are below:

Trade Union	Contact Details
University College Union (UCU)	University and College Union, Carlow Street, London NW1 7LH Website: https://www.ucu.org.uk/ Onsite Union representatives : Hilary Mullen and Carlo Lusardi
UNISON	Unison - UNISON Centre, 130 Euston Road, London NW1 2AY Website: https://www.unison.org.uk/ Onsite Union representatives : Oliver Facey and Peter Staniforth

Appendix 5: Employee Based Appeals

Constitution of the Employee Appeals Panel

1. An Employee Appeals Panel is made up of two independent or Co-opted Council members, both of whom will have senior management experience and a member of the University Executive Team who has had no previous involvement in the case.
2. The employee and student Council members may not be members of the Panel. The Chair of the Panel is appointed by the Chair of Council or the Deputy Chair. The Secretary to the Panel is the University Academic Registrar and Secretary. A note taker is appointed by the Academic Registrar and Secretary or the HR Directorate.
3. Please refer to the Governance Handbook Boards and Committees regarding the constitution of the Senior Employee Special Committee for the constitution of the panel where the employee at the dismissal is a member of the UET.

Calling a meeting of an Employee Appeals Panel

4. The Academic Registrar and Secretary arranges for the Panel to meet as soon as possible, normally within 20 days of receiving the statement of appeal.
5. The Academic Registrar and Secretary invites the Vice-Chancellor to nominate a management representative to represent the University's case for dismissing the employee, who would normally be the Chair of the dismissal panel. The employee's statement of appeal is sent to the management representative.
6. The employee has the right to be accompanied at the meeting by their Trade Union representative or a work colleague. This cannot be either a member of the legal profession or a family member.
7. At least 10 days before the Panel is due to meet, the Academic Registrar and Secretary notifies all parties of the time, date and venue of the appeal hearing. If the employee or their representative cannot attend on that occasion then a further opportunity is provided for the Panel meeting. If, without good reason, the employee is unable to attend a second time, the appeal may take place in the absence of the employee.
8. The Academic Registrar and Secretary invites the University management representative to respond in writing to the employee's initial statement of appeal, to collate written evidence and call witnesses to support the case for dismissing the employee.
9. The Academic Registrar and Secretary invites the employee to add to their statement of appeal, to collate written evidence and to call witnesses to support their appeal against dismissal.
10. The Academic Registrar and Secretary sends the statement of appeal and all the information above to the members of the Panel, the employee and the University's representative at least 10 working days before the meeting of the Panel.

Proceedings of the Employee Appeals Panel

11. The proceedings of the Panel are not invalidated by the absence of the employee, their representative, the University management representative or any witnesses if they have been given a reasonable opportunity to be present.
12. No other person attends the meeting of the Panel than those mentioned above.
13. The Chair of the Panel conducts the proceedings in an efficient way, while safeguarding the fairness of proceedings. Subject to allowing a full airing of views, he or she may guide the participants in minimising repetitious, irrelevant or frivolous evidence.
14. The Chair determines the order of proceedings which will normally be as follows:
 - a. The employee states their case;
 - b. The employee calls witnesses in turn whom any panel member or the University management representative may question;
 - c. The University management representative states the University's case;
 - d. The University management representative calls witnesses in turn whom any Panel member or the employee may question;
 - e. The employee, their representative and University management representative ask questions of each other and make responses;
 - f. The Academic Registrar and Secretary asks questions where further clarification is needed;
 - g. The Chair sums up the evidence and asks the parties to make a final statement;
 - h. The University management representative sums up and makes a final statement.
 - i. the employee sums up and makes a final statement; this may include statements of mitigation;
 - j. the Panel retires into closed session to consider its decision.
15. At the request of the employee, University management representative or Panel member, the meeting may be adjourned for a period of time agreed by all parties.
16. The Employee Appeals Panel has delegated authority from Council to decide on one of the following outcomes, either to:
 - a) confirm the decision to dismiss the employee; or
 - b) confirm the decision to dismiss the employee subject to such conditions as the Panel may determine; or
 - c) rescind the decision to dismiss the employee; or
 - d) rescind the decision to dismiss the employee subject to such conditions as the Panel may determine.

Having reached its judgement on the facts, the panel takes the employee's statement of mitigation and references of good character into account and confirms or modifies the outcome.

17. The Panel reaches its final decision by a simple majority and, if time allows, this is relayed orally to the employee, their representative and the University management representative as soon as the decision has been made. If this is not possible the decision will be confirmed in writing within 10 days of the meeting.
18. The Academic Registrar and Secretary arranges for a formal record of the proceedings to be made, to be confirmed by the panel, taking into account comments on factual accuracy by the employee, their representative and the University management representative. A copy of the record is sent to all participants. In the case of actions to be taken the Academic Registrar and Secretary issues the confirmed decision before completing the full record of the proceedings.