

## **Confidential**

### **Management of Organisational Change Approach**

This document is to outline an approach to the Management of Organisational Change (MOC) for Police Staff for the Shared, Hosted and Standalone options across the current alliance of Warwickshire Police (WP) and West Mercia Police (WMP).

The approach is intended to be equitable, mitigate costs and meet both forces transition plans proposed approach to appointments.

The HR representatives from the WMP Business Services Team, WP Evolve Team, the Operational Broadleaf team and from the alliance HR team have met to discuss the future of the management of change process given the complexities of potential separation activity. The HR team and individuals involved in the areas of MOC and Hay have been in the alliance for some time and are recognised as subject matter experts. There is trust and respect in the HR teams required to deliver this approach in a fair and equitable manner on behalf of their respective areas and for all staff. This approach is an amalgamation of all discussions and feedback. The discussions have been around the timeline and the practicalities of appointing staff, the Hay Evaluation Scheme and the Consultation process.

Unison has approved this approach.

Officers will be excluded from this approach and will be managed in accordance with their own policies.

#### **Philosophy and Approach:**

The overarching principles which both Forces are seeking to adopt throughout the process are as follows:

- Ensuring the health and wellbeing of staff and exhibiting behaviours that demonstrate this commitment
- Ensuring that any process is fair and transparent and communicated effectively.
- Ensuring business continuity during a time of significant change
- Supporting both Forces to move to their desired end state through pragmatic decision making
- Ensuring that all MOC activity is legally compliant
- Wherever possible providing a role irrespective of Force employer
- Ensuring all MOC activity supports both Forces Vision, Values and Leadership Ethos

#### **Appointments**

It is recognised that both Forces will wish to progress with appointing to roles in their new structures, whilst at the same time BaU activity will need to continue under the current collaborative agreement. It is accepted that a number of different scenarios will present themselves depending on the role being appointed to and both organisations and their staff must demonstrate flexibility and a pragmatic approach to managing potentially complex situations.

The appointment of staff across the functions, is likely to give rise to a number of different scenarios that will need to be clearly outlined at the time of appointment and agreement reached. This is in

recognition that, once appointed, people will naturally start to focus/ get involved in their new role and in some cases BaU will be required to continue. Both Organisations will need to be mindful of the expectations put on managers and staff during the time of transition.

Where an appointment has been offered and accepted, and irrespective of whether the individual has started in that role, the individual will no longer be included in any other pools for consideration of any other positions in either Force.

Throughout the Management of Change managers and staff will have a responsibility to ensure that individual wellbeing is taken into consideration. The support mechanisms in place will be signposted throughout the process and everyone is expected to be proactive throughout the process.

### **Prioritisation of Appointments**

The prioritisation of roles for the Management of Change will be determined as part of the joint negotiations. However the first roles that will be progressed jointly are the Heads of Service roles. There is already agreement from both Forces to commence this process.

The recommended approach is to adopt a flexible and pragmatic process that recognises the different scenarios that may present themselves throughout the process. Both Forces must exhibit a commitment to maintain business as usual and as such this will give rise to mutual agreements (that may vary) as the selection of individuals in post becomes clearer. The status of each post will be agreed between the change teams prior to consultation wherever possible. The following scenarios may emerge:

1. ***New role offered and accepted but maintaining BaU until other Force appoints to corresponding role*** - When a person has been offered and accepted a role into a single Force role, they will be asked to retain oversight of BaU in their current role until the other Force has appointed a replacement. Thereafter both Leads/Managers would be expected to agree a pragmatic approach to managing BaU until roles transfer to respective Forces
2. ***New role offered and accepted but maintaining BaU for an agreed time period, creating a vacancy for a set period in the other Force*** - When a person has been offered and accepted into a single Force role, they will be asked to retain oversight of BaU in their current role for a period of time that is mutually agreed. This may mean that one Force may subsequently carry a vacancy for an agreed period of time. This may suit both organisations.
3. ***New role offered and accepted and no responsibility held for BaU, creating an immediate vacancy for the other Force*** - When a person has been offered and accepted into a single Force role that they will move into their new role with immediate effect and carry no responsibility for BaU activity. This would be by mutual agreement as one Force may be content to hold a vacancy for a period of time.

### **Consultation Process**

The aim is to co-ordinate changes as much as possible to ensure that staff are experiencing one MOC process throughout the changes. The different HR teams will communicate regularly on status of changes and who it is appropriate to consult.

### **Consultation with Unison**

1. Unison consultation is conducted jointly by areas impacted e.g. Evolve and Business Services Programme and Broadleaf irrespective of the timings
2. Should a new role and its impact occur in one area only (e.g. existing non-pooled posts) then joint consultation will not be required and the emphasis will be on informing other areas only
3. As there will be experienced alliance MOC staff in attendance, there is no requirement for a chair to be present
4. The Force(s) proposing the changes will conduct the consultation with both unison and staff, which may not necessarily be the employer in some cases. This is regarded as acceptable as it has become custom and practise to consult with employees on changes irrespective of who they, the manager or HR are employed by
5. The pre consultation paperwork has been reviewed to ensure it is as efficient as possible

### **Staff Consultation**

1. Forces will conduct an initial joint briefing to impacted staff wherever possible. This may be in the format of a meeting or a conference call
2. Further consultation may take the form of emails, group meetings or 121s with staff. Wherever possible face to face meetings will be conducted at the employees' place of work.
3. Efforts will be made for both Forces to conduct consultation meetings on the same day where practicable

### **Timeline**

The desire is to have a co-ordinated timeline for the sequencing of business areas for the MOC. The intention will be for both Forces to move forward at the same time for the majority of changes. However, it is recognised that this may not always be possible. In this situation this must be made clear for staff and the rationale as to why it is not possible to proceed collectively. For example if one Force does not have sufficient detail to proceed and a reasonable timeframe is not provided, the other Force may need to progress.

Where one area is ahead of another in terms of changing an area of service or delivery there will need to be a pragmatic, efficient decision making process as to how the service will be provided to both during the change and after the change.

### **Governance**

At an Operational level the Strategic HR teams will be responsible for managing the process and reviewing the timelines and sequencing.

The approval for the overall timelines and sequencing of areas will be agreed through the Transition Board.

## **Streamlining the Hay Process**

### **Hay Evaluation**

The Hay Evaluation is considered as one of the areas that can delay the implementation of a change process and as a result has been reviewed previously. The key blockages are the release of time from the sponsoring manager both in terms of producing role profiles and any supporting documentation and in attending Hay panels.

#### **Hay Evaluation process approach**

1. Benchmarking – it is proposed that benchmarking of roles takes place wherever possible in each individual programme by appointed HR professionals. E.g. Business Services Programme - Tina Smith, Evolve - Alison Hall, Broadleaf – Tracey Cooper. The benchmarking will be quality checked by the People Development – Gill Christie. Unison will then be consulted for their agreement
2. That Hay Evaluation for new roles will be conducted by the dedicated HR rep from each programme and confirmed by the People Development Business Partner and Unison
  - a. That the reps (HR and Unison) are dedicated members throughout the process. This way the experience of the departments and roles and how they all work together is not having to be explained each time
  - b. That the review could be virtual and is not restrained by meeting dates in the diary
3. Minor amendments – that HR in each programme will make the judgement as to whether a role requires a Hay evaluation or whether the role has only minor amendments that will not affect the grade. Unison will be kept updated on these changes to role profiles.
4. The Hay questionnaire will no longer be used, however, more information in the role profile will be required in areas such as decision making, budget responsibility etc.
5. The People Development Business Partner to act as final Quality Assurance
6. That reviews will only be on an exceptional basis and will be heard by the same people who made the initial grading decision. The emphasis will be to understand what areas were felt to have not been understood by the panel and thereby may affect the grade
7. Each area will evaluate their roles separately but will share the findings. This is to enable sensible dialogue on an approach as opposed to amending any grades
8. The Hay approach will be reviewed in July 2019 to ensure that it is fit for purpose

### **Areas for agreement/ discussion**

1. That a Transition Board will be established imminently
2. The priority for sequencing of changes will be through joint agreement in recognition of the health and wellbeing of our workforce. It is recognised that this will not be possible in all areas, but efforts will be made by both parties to facilitate a joint approach where possible. That the options for the MOC approach is agreed in terms of keeping elements of the process flexible
3. Decisions on the timing of appointments of people to posts will be made by the Transition Board on a case by case basis depending on the role. In principle this will be an equitable and fair division of roles and vacancies