

LASTING TRANSFORMATION

Future proofing the workplace

HR conference - 27 April 2015

Managing Complex Restructures – Top Tips

Engage your representatives early

Hold regular meetings and create an open and honest forum to get staff concerns out in the open. If there is a recognised trade union, get them onside – both workplace stewards and the full-time official. If there is no recognised trade union, work with the existing consultative mechanism – or put one in place.

Get your house in order

- Make sure your policy is fit for purpose and/or anticipate any areas you think will be problematic in your current context. If you need to negotiate exceptions to the policy position get them agreed during consultation and formally recorded
- Make sure that job descriptions are up to date – these will be important in determining selection pools and/or skills matching exercises

Leadership buy-in is important

Especially in driving the process, being visible, keeping a strong and united focus and maintaining momentum for the duration of the project. Someone in the Leadership Team should drive the process, working with you as the HR specialist – either the Chief Executive, or another senior manager or a consultant brought in to do it.

Anticipate problems and bottlenecks

Such as: availability of minute takers; who will hear any appeals; how to deal with absent staff and those with special protection (such as maternity leavers).

Legislation, advice and guidance

Make yourself familiar with the legislation and guidance – ACAS booklets on Handling Large-Scale (Collective) Redundancies and Handling Small-Scale Redundancies (fewer than 20 staff at risk) are available to download at <http://www.acas.org.uk/>. Take legal advice as necessary - on proposals, selection pools and emerging issues. Check your insurance position.

Communicate

- Don't just rely on consultation meetings, open up as many communication channels as possible for staff who can't attend or want individual/confidential support – eg dedicated email addresses, advice surgeries, published FAQs
- It's an important opportunity to build trust and take staff with you, so make a commitment to communicate regularly with staff and stick to it. Even when there's no news, say so, reiterate the latest developments and signpost next steps. Make sure staff who aren't directly affected aren't forgotten.
- Listen – staff and representatives can offer some valuable input if they feel they are being listened to and you will make smoother progress if you can agree to some concessions along the way

Plan for a range of scenarios

Thinking about what might happen in advance will give you a greater sense of what position you can/want to agree on when issues arise

Create an outlet mechanism

Restructuring is a stressful process for all involved. Recognise that management and HR may also need support mechanisms - even if it's only a safe environment in which to offload.

Endings are important

Give some thought to how to manage the exit of a large number of staff within a short period. Instead of a long succession of leaving parties you could consider one collective event or ceremony providing a watershed between the past and the future

More information

We will be available all day or you can visit our website at www.lastingtransformation.co.uk or email susie@lastingtransformation.co.uk or call us on 07968 801948.