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Until 2021

# Management of Change Framework

January 2021



### Framework Development Overview

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## 1.0 Introduction

The Business Services Organisation (BSO) is committed to supporting staff affected by organisational change by having a consistent process to support staff and the organisation through any organisational change programme. Organisational change can be difficult for staff, therefore it is important that change is managed in a fair, open and sensitive manner and staff are engaged and supported throughout the process.

## 2.0 Purpose

The purpose of this framework is to outline how organisational change is managed in BSO including support available to staff involved in organisational change. The HSC values and behaviours should underpin our approach to the change. Organisational change will be undertaken in partnership between management, Human Resources and Trade Union representatives to implement and support the change.

## 3.0 Scope

This framework applies to all employees of the BSO including staff who are absent from work for any reason including career breaks and secondments. This framework does not apply to staff seconded into the BSO from another employer (including HSCNI employers) or to agency staff.

## 4.0 Definition

Organisational change is defined as a structural or organisational change in the way services within the BSO are organised and/or delivered which may have an impact on staff. These may include:

- Transfer of departments and services from one location to another
- Restructuring, reconfiguration and cessation of services
- Changes impacted by the Transfer of Undertakings Protection of Employment (TUPE) Regulations 2006

Please note that this framework does not apply to minimal changes to an employee's roles and responsibilities such as change in line management, changing office on the same site or additional posts being added to existing structure.

## 5.0 Key Aims

This framework will:

- Clarify roles and responsibilities in the management of organisational change, emphasising the need for partnership working to effectively manage change.
- Highlight the importance of good communication and engagement of staff during periods of change.
- Emphasise that change should move at a pace which allows ongoing communication, consultation and decision-making on the implementation of changes.

Deal with organisational change in a fair, consistent, open and sensitive matter by actively engaging and communicating with staff before, during and after any significant organisational change.

## 6.0 Roles and Responsibilities

Senior Management, Line Managers, Employees, Human Resources and Trade Unions have various roles and responsibilities within organisational change. These are further defined as follows:

### 6.1 Senior Management

The role of the Senior Management is to take corporate responsibility for the strategic direction of the organisation ensuring that change is managed in a fair, consistent, open and sensitive manner.

### 6.2 Managers Implementing Change Programmes Responsibilities

Heads of Services and Senior Managers have lead responsibility for managing and implementing change within their areas of service and leading consultation with Trade Unions. In some instances, statutory timescales for consultations with trade unions and staff will apply which the Organisation is required to adhere to; the HR Lead in the change management process will be able to provide further information.

Managers' roles will involve:

- Ensuring compliance with the Management of Change Framework and associated procedures ensuring fair and consistent implementation.

- Involving and engaging staff in discussions before, during and after the change process.
- Consulting with trade unions at the earliest opportunity.
- Working in partnership with trade unions to implement change.
- Managers should inform Human Resources of any proposed change and seek advice and guidance from Human Resources when required.
- Implementing vacancy controls and identifying redeployment opportunities.
- Participating in meetings with employees involved in the change.
- Ensuring consistent communication with all those impacted by the change involving regular updates on the change process.
- Reviewing and evaluating the change process to identify any improvements.
- Assist with the introductions to new managers receiving the redeployed staff.

### 6.3 Managers Receiving Redeployed Members of Staff

Managers should ensure all necessary paperwork and procedures for redeployed employees are completed on time to ensure smooth transition of change, for example, access to HRPTS.

Managers should ensure that employees redeployed into their services receive an appropriate induction, training and any development needs are identified.

Managers should support redeployed staff through the transition into their new role. This will include on-going communication with the employee after the manager receives confirmation that the employee is being redeployed to their department.

### 6.4 Employees Responsibilities

Employees are key to the implementation of change, their role will involve:

- Proactively engaging in any consultations/discussions prior to change including suggesting alternative ways the change could be implemented/ alternative solutions to the change.
- Seeking to understand the reasons behind the need for change and understand the processes involved in the change to reduce levels of uncertainty.

- Seeking and accepting support from managers for coping with the change process. Change can be difficult for staff therefore it is important staff are aware and avail of the support available to them.

Taking part in evaluation processes to identify how the change could be improved or how the process could have been implemented better.

## 6.5 Human Resources

The Human Resources Department will facilitate and strategically manage the change process. This will include:

- Ensuring the Framework and associated procedures are properly implemented and monitored.
- Working in partnership with Trade Union representatives, managers and staff to ensure the change process is clearly defined and understood and consultations have taken place.
- Providing advice and guidance to employees and managers involved in the change process.
- Identifying any redeployment opportunities as required and supporting the redeployment process.
- Determining any vacancy controls that need to be in place to increase job security.

## 6.6 Trade Unions

Trade Union representatives have a key role in supporting staff and ensuring the Management of Change Framework and associated procedures are effectively and fairly implemented. This will include:

- Working in partnership with managers and human resources to formulate change proposals and implement change.
- Actively engage in consultation processes of any proposed changes.
- Support and advise staff as appropriate throughout all stages of the organisational change.

## 7.0 Key Principles

There are a number of principles which underpin the management of change framework these include:

Organisational change will be implemented in line with HSC Values and behaviours:

- Organisational change will be implemented in partnership with Human Resources Management, staff and trade unions.



- Support will be provided to employees during all stages of the change process.
- All reasonable steps will be taken to avoid compulsory redundancies.
- Where redeployment is required, the process will seek to match individual abilities with suitable available posts.
- When staff are redeployed or relocated, all efforts will be made to ensure employees remain as close as possible to their original work base. Staff employed on Agenda for Change terms and conditions will be paid excess travel expenses in accordance with their terms and conditions.
- Any organisational change implemented under this framework and its associated procedures will be evaluated to identify any improvements to the process.
- Employees financially impacted by organisational change will be protected in line with the appropriate pay protection arrangements i.e. i.e. Pay Protection Arrangements – 2011 circular or Pay Protection Arrangements 2007. In the event of organisational change, staff should speak to HR about the pay protections arrangements that may apply to them.

## **8.0 Implementation of Protocol**

### **8.1 Resources**

Toolkits for managers and employees impacted by organisational change are available on the Intranet, internet, as appendices to this document or from Human Resources.

## **9.0 Grievance Policy and Procedure**

Any staff aggrieved by the operation of this organisational change and this framework should in the first instance discuss with their line manager/HR to try and resolve the issue informally. If the issue remains unresolved employees may pursue a formal grievance in accordance with the Grievance Policy and Procedure.

## **10.0 Monitoring**

This framework will be reviewed and amended as necessary in light of any legislative changes or local decisions. Application of the framework will also be monitored to ensure Equality of Opportunity.



## **11.0 Equality Statement**

This framework has been screened for equality implications as required by Section 75 and Schedule 9 of the Northern Ireland Act 1998. The screening has identified specific equality impacts for Age, Dependent Status, and Disability and outlines the way these will be addressed. The equality screening has been published and can be accessed [here](#).

## 12.0 Appendices

### 12.1 Appendix 1 - Management of Change: Excess Mileage Guidance

#### Introduction

In certain circumstances employees may be entitled to receive excess mileage payments if their work base location changes. In these circumstances the Agenda for Change Handbook (section 17) makes provision for the reimbursement of the employee's extra daily travelling expenses for a period of four years from the effective date of transfer.

Employees who are required to change work locations as a result of any of the following reasons will be eligible to receive payment for excess miles travelled, if appropriate:

- Redeployment due to organisational change
- Acceptance of another post in a different location as an alternative to redundancy
- Facility/office closure or move
- Requested to transfer by Line Manager

The excess mileage shall be calculated on the basis of the bus fare or standard rail travel or, if the employee travels by private motor vehicle, on the basis of the Reserve Rate (Public Transport Mileage Rate).

#### How is Excess Mileage Calculated?

Excess mileage is calculated as the difference between the journeys from home to new base less home to old work base, irrespective of how you previously made the journey to work. The following steps should be followed to calculate this:

- A. Using AA Route Planner, calculate the old home to base mileage using the shortest route (in terms of distance). Exact address and postcode should be used.
- B. Do the same for the new home to base mileage, again using the shortest routes and exact address and postcodes.
- C. The Excess Mileage that can be claimed is the difference between the two return journey figures.

#### Excess Mileage only Example:

Home to new base of BSO, Franklin Street:	11.3 miles
Home to old base of PALs Boucher road:	6.8 miles
<i>Excess mileage:</i>	<i>4.5 miles (one way) / 9 miles (return)</i>

### How is excess mileage calculated if I also do business mileage?

A staff member who is eligible for excess mileage may also be required to travel for business purposes, the following steps should be used to calculate any business mileage due

- Using AA Route Planner calculate the mileage for the full journey, starting and finishing at home
- Subtract the previous home to base mileage return
- Subtract the excess mileage
- The remainder is the Business Mileage to be claimed

### Excess Mileage and Business Mileage Examples: Using excess mileage of 9 miles return

*(Please note the examples below are representative and not exact in mileage)*

Travel Scenario	Example of Journey Taken	Miles to be Claimed
From home to base to another location - return to base to home	Home – BSO Franklin Street – Holywell Hospital – BSO Franklin St - Home	Mileage for full journey = 66.2 miles Home to old base mileage return = 13.6 $66.2 - 13.6 = 52.6$ 52.6 miles – 9 miles = 43.6 miles Claim: 9 miles excess, 43.6 miles Business
Work from another location all day	Home – Holywell Hospital - Home	Mileage for full journey = 31.6 miles Home to old base mileage return = 13.6 $31.6 - 13.6 = 18$ miles 18 miles – 9 = 9 miles Claim: 9 miles excess, 9 miles business
Starting and finishing day in a different location	Home – Base – PALs Boucher Road - Home	Mileage for full journey = 30.1 miles Home to old base mileage return – 13.6 $30.1 - 13.6 = 16.5$ 16.5 miles - 9 = 7.5 miles Claim 9 miles excess 7.5 business miles

**How long is excess mileage claimed for?**

An employee is entitled to claim excess mileage for a period of four years from the effective date of transfer.

If during the four year period an employee is once again relocated as a result of any of the above circumstances, then from the date of the second relocation, a further four year period will apply (in the new arrangements), provided excess mileage is appropriate.

Should the employee apply for a different post of their own volition, excess mileage will cease on the date that they leave the redeployed post.

**At what rate is the excess mileage paid?**

All employees will be reimbursed for excess mileage using the reserve rate of reimbursement outlined in the Agenda for Change Handbook. The Reserve rate (Public Transport Rate) is reviewed on an annual basis. Details of the current rate can be found in Section 17, Agenda for Change handbook. Excess mileage is taxed according to HMRC rates.

**How do I Apply for approval to claim Excess Mileage?**

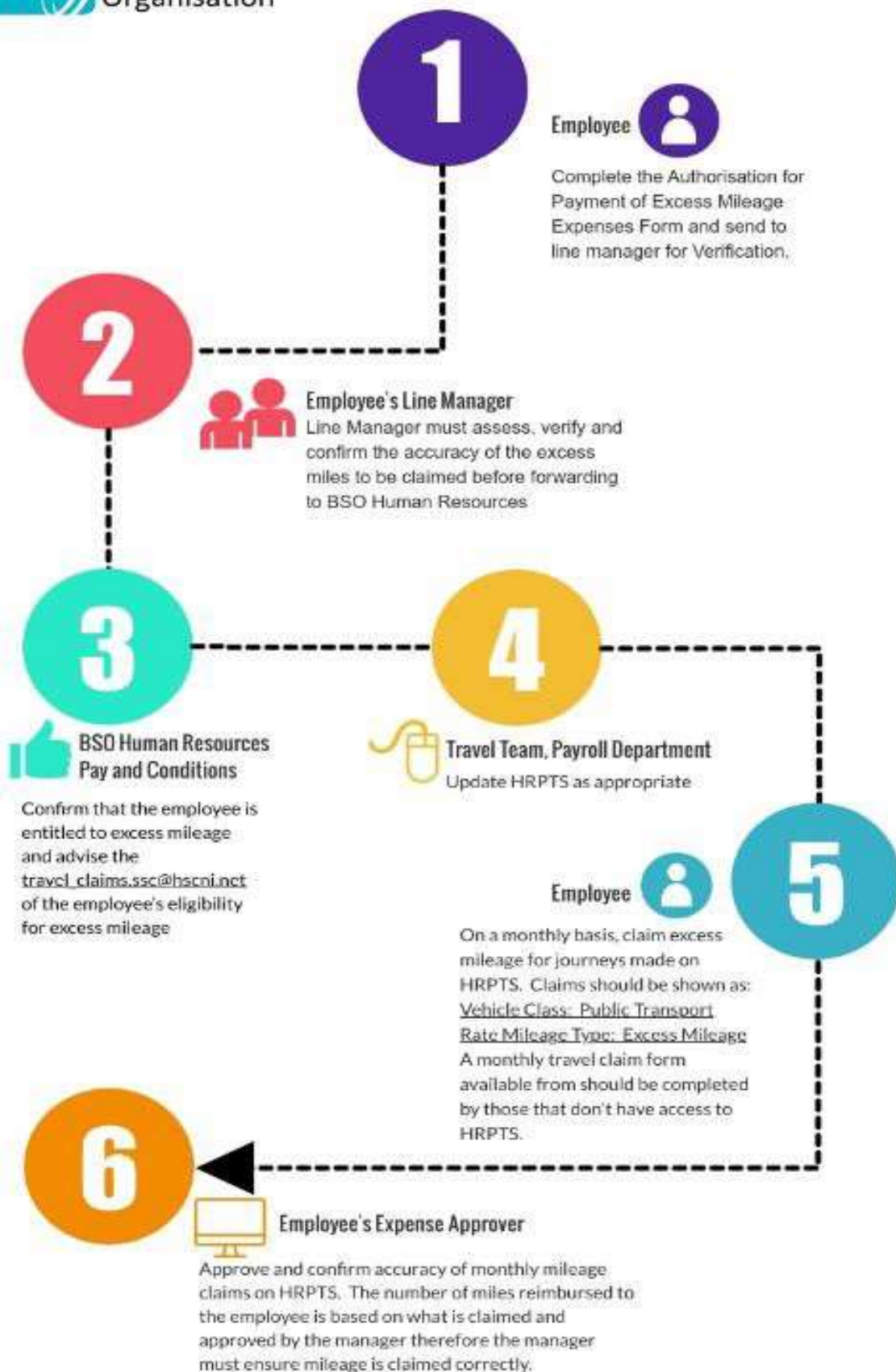
Line managers must complete and return the Authorisation for Payment of Excess Mileage Expenses Form (Appendix 2) in respect of any employee who is entitled to claim excess mileage as a result of any of the situations referred to above. This form must be completed in advance of any claim for mileage.

The Authorisation for Payment of Excess Mileage Expenses Form (Appendix 2) must be signed and mileage checked by the employee's line manager and should be forwarded to [bsso.humanresources@hscni.net](mailto:bsso.humanresources@hscni.net) for processing and forwarding to payroll.

# ~ Claiming Mileage ~



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### **How is Excess Mileage affected if I change my home address?**

If an employee moves home they must notify their line manager immediately of any change to their home address and the excess mileage, if appropriate, will be recalculated accordingly.

If an employee who is claiming excess mileage moves their home address during the four years claim period, they are **not** entitled to any **additional** excess mileage as a result of the move of home address. If the move of house results in a lesser mileage, the amount of excess mileage to be claimed will be recalculated accordingly and the lesser excess mileage paid.

### **How is Excess Mileage affected if I voluntarily accept a new position or promotion?**

If an employee voluntarily accepts a new position or promotion which is not as a result of organisational change then excess mileage is no longer applicable and cannot be claimed.

### **If I now have to get a lift to work can I claim on behalf of the person I get a lift with?**

No, Excess Mileage is only payable to the person eligible for excess mileage.

### **Can I claim excess mileage if I now have to take a taxi to my new base?**

Yes, you can claim Excess Mileage if you keep the receipts for your taxi fare and attach to your monthly travel claim. You will be reimbursed the excess mileage due at the Reserve Rate rather than the cost of the taxi.

### **Submission of Claims**

Claims can only be made for journeys made i.e. an employee cannot claim for journeys for example when they are on leave of any type.

There are 2 ways to make excess mileage claims as follows:

**1. HRPTS Employee Self Service (ESS)** – if you have access to ESS you **must** make your claim online.

Please follow this [LINK](#) which shows how to claim travel and ensure the Vehicle Class and Mileage type is depicted as below:

Vehicle Class:	Public Transport Rate	Mileage Type:	Excess Mileage	License Plate:	
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**2. Manual Claim Form:** If you do not have access to HRPTS this can be claimed using a manual claim form available from Human Resources.



## 12.2 Appendix 2 - Authorisation for Payment of Excess Mileage Expenses

Name & Staff Number	
Home Address <sup>1</sup>	
Old Base Postcode	
New Base Postcode	

**Reason for Change of Base Location:** *(Please tick the appropriate reason)*

- ☐ Redeployment due to Organisational Change  
☐ Acceptance of another post as alternative to redundancy in a different location  
☐ Requested to transfer by Line Manager

**Is this move permanent/temporary?**

\_\_\_\_\_

**Transfer Date:**

\_\_\_\_\_

**End Date if Temporary**

\_\_\_\_\_

**Home Address**

Line 1	
Line 2	
Line 3	
Line 4	
Postcode	

- Excess Mileage:**
- a) Miles from home to new base to home
  - b) Miles from home to previous base to home
  - c) **Mileage to be paid (a minus b)**

Please note all claims for excess mileage must be wholly accurate. Claims made by an employee which are not accurate may be considered fraudulent and will be managed in accordance with the BSO's Disciplinary Procedures.

### EMPLOYEE DECLARATION APPROVAL

<sup>1</sup> Please note if you home address changes during this period your excess mileage allowance should be altered to reflect this





I certify that the Excess Miles claimed are true and accurate based on the shortest distance from my home to new base. I also confirm I have read and understand the guidance relating to Excess Mileage.

Print Name: \_\_\_\_\_

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**(PLEASE FORWARD TO YOUR LINE MANAGER FOR SIGNATURE)**

#### LINE MANAGER APPROVAL

I certify that I have checked and verified the mileage claimed in regards of the above name for Excess Mileage

Print Name: \_\_\_\_\_

Managers Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**(PLEASE FORWARD TO BSO.HUMANRESOURCES@HSCNI.NET)**

#### HUMAN RESOURCES SENIOR MANAGER/ASSISTANT DIRECTOR APPROVAL

I certify that I have checked and verified the mileage claimed in regards of the above name for Excess Mileage

Print Name: \_\_\_\_\_

Managers Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Please Note:**

- *Travel Expenses are paid as per the Agenda for Change Handbook section 17*
- *Excess mileage is payable for up to a maximum of 4 years. Payment will cease following voluntary move to another post.*
- *Payment will commence on the date of transfer to your new base.*
- *Excess mileage incurred must be claimed by completion of a mileage claim each month.*
- *When calculating Excess Mileage you should use the AA Journey Planner and excess mileage will be calculated using the shortest journey available.*

## **12.3 Appendix 3 - Management of Change: Principles and Processes for Redeployment due to Organisational Change – Information for Staff and Managers**

**Note:** *This information sheet should be read in conjunction with “Management of Change: Frequently Asked Questions”*

### **Section A: Redeployment Principles**

The following general principles will apply to all redeployments due to organisational change:

1. The staff affected by the organisational change, and therefore requiring redeployment will be identified by Human Resources in conjunction with the appropriate manager(s) and trade unions.
2. A pool of staff of the same band will be established. Staff will be allocated to a pool based on their permanent substantive banding i.e. they will not form part of a higher banded pool if they are currently acting up/on secondment to a higher band. If staff are unsuccessful in obtaining a post at their band, they will move into the pool of staff in the lower band to compete for posts (pay protection will apply).
3. Staff should meet the essential criteria of the post that they are to be redeployed into. In exceptional circumstances, if within a very short period of time, and with limited training, an employee may be able to undertake a role, the post may be considered as a redeployment opportunity.
4. Redeployments will initially be sought within the same programme of care/sub-directorate.
5. Staff attending meetings related to organisational change can be supported by a trade union representative or work colleague at meetings.
6. Staff should be mindful that as well as the organisational change impacting on them, there may be other staff that need to be redeployed due to organisational changes within their department, ill health or for employee relations reasons. There is very specific legislation/case law which protects the rights of those that have a disability or are pregnant/on maternity leave. For these reasons these staff may therefore be offered a post before their colleagues.
7. If there is more than one person expressing an interest in an available post, an informal interview will be arranged. Staff will be informed of the outcome of the interview. Staff will be offered interview training to prepare them for the interview.
8. The start date in the new post will be based on service needs, and should be agreed by the managers involved.
9. The staff member should discuss their remaining annual leave entitlement with their new manager. The new manager may request that staff who have more than the normal annual leave entitlement remaining, should take their annual

leave before transferring to the new post. However pre-planned holidays should be discussed and honoured where possible

10. A redeployment information sharing form will be shared with the new manager. Employees will be expected to complete this in conjunction with their current line manager.

Staff will have a trial period of four weeks, which can be extended to three months if mutually agreed. Staff should discuss with their new line manager as soon as possible if they are having concerns in the new post, so that a plan can be put in place to try and address the issue(s).

## **Section B: Redeployment Process**

The following processes will be used to redeploy staff affected by organisational change. The process which will be followed will be determined by factors such as availability of posts within the directorate, the size, timescale and numbers of staff affected by the change. The initial process to be applied will be agreed by Human Resources in conjunction with the trade unions. The affected staff will be advised which process will be followed.

### **Process 1:**

This process is more likely to be applied if there are enough available posts for staff to be redeployed within their own sub directorate, if the change is imminent or various organisational changes requiring redeployment of staff are occurring across BSO at the same time.

- 1.1 Initial meeting with impacted staff, Managers, HR and Trade Unions.
- 1.2 Staff are issued with an Redeployment - Expression of Interest Form, which includes the details of the posts available. Hours, banding and location to be included and, if appropriate, contact details for staff to find out more about the post that is available. Staff confirm their preferences in ranked order during their individual meetings.
- 1.3 Staff attend 1:1 meetings with HR and the Manager. Staff have the right to be accompanied at this meeting by a trade union representative or work colleague. Staff should bring their completed expression of interest form to the meeting.
- 1.4 On receipt of all staff's expression of interest forms and following the individual meetings, staff will be advised if they can be slotted into their first choice, i.e. no one else has expressed an interest.
- 1.5 Where more than one person has expressed an interest, those specific staff will be invited to attend an informal interview. Staff may at this stage choose

to opt into another post that has not been already allocated if they do not wish to interviewed.

- 1.6 This process will be repeated for each of the available posts.
- 1.7 If a member of staff hasn't expressed an interest in a post or been successful at interview and the change is imminent, a further meeting will be arranged with the employee to discuss the way forward. This may involve staff being allocated a post that is deemed reasonable, or moving to a temporary post until a suitable alternative post becomes available on a permanent basis.
- 1.8 The date of the move to the new post will be agreed and the new manager will complete an amendment form to reflect the change. If protection of pay is to be paid, the HR representative supporting the change will provide the new manager with the relevant protection information to include on the amendment.
- 1.9 HR Pay and Conditions will update HRPTS and confirm details of the new post in a letter to an employee.
- 1.10 If an employee is to be paid excess mileage, they should read the "Management of Change: Excess Mileage Information" and complete an "Authorisation for Payment of Excess Mileage Expenses" both of which are available on as appendices to this policy on the intranet.

## **Process 2:**

This process is more likely to be applied if there are a limited number of posts available within the sub-directorate and the timeline for the change permits a wider scoping of available posts.

- 2.1 Initial meeting with staff, managers, HR and Trade Unions.
- 2.2 1:1s organised with staff, HR and manager. The purpose of the meeting is to discuss process, individual concerns or questions that staff may have.
- 2.3 Staff will be signposted to the relevant toolkits which include FAQs, Useful Contacts, information on the process for redeployment and excess mileage.
- 2.4 Staff affected will be added to a redeployment list held by BSO HR. As posts arise that are deemed suitable alternative posts, the details of the post will be shared with the affected staff.
- 2.5 Staff can express an interest in a post of the same banding. If only one person is interested in the post the staff member will be allocated the post. If

more than one person is interested in the post an interview process will be arranged to determine the most suitable candidate for the post.

- 2.6 The above will be repeated as suitable posts become available
- 2.7 If a member of staff hasn't expressed an interest in a post or been successful at interview and the change is imminent, a further meeting will be arranged with the employee to discuss the way forward. This may involve staff being allocated a post that is deemed reasonable by the BSO, or moving to a temporary post until a suitable alternative post becomes available on a permanent basis.
- 2.8 The date of the move to the new post will be agreed and HRPTS will be updated accordingly via the appropriate action. If protection of pay is to be paid, the HR representative supporting the change will provide the new manager with the relevant protection information to include on the amendment.
- 2.9 BSO HR will update HRPTS and confirm details of the new post in a letter to an employee.
- 2.10 If the affected employee is to be paid excess mileage, they should read the "Management of Change: Excess Mileage Guidance" and complete an "Authorisation for Payment of Excess Mileage Expenses" both of which are available as appendices to this policy and on the BSO intranet.

#### **12.4 Appendix 4 - Management of Change (MoC): What a Manager needs to do.**

- 1. Refer to the Management of Change Framework and associated appendices** and toolkits for managers and staff available on BSO intranet. The toolkit for staff includes a frequently asked questions document, information on the redeployment process, useful contacts for staff and information on claiming excess mileage.
- 2. Describe the change** – the “Management of Change Proposal Template” (found in the Managers MoC Toolkit on BSO Intranet) will help you think through the issues and will form the basis for future discussions with staff and trade unions.
- 3. Liaise with appropriate departments** i.e. Seek advice from your HR Business Link on the proposal, Finance on the costings and need for any business case.
- 4. Involve trade unions**
  - E-mail the Chair of Trade Unions from the outset to outline the proposed change and offer a meeting to discuss further. It is the responsibility of the Chair of Trade Unions to liaise with all the relevant trade unions.
  - Agree with the trade unions the steps to manage change e.g. any working group that needs to be set up to progress , timing & nature of communication with staff, how feedback will be gathered, what redeployment process should be applied. (Principles and Processes for redeployment due to organisational change)
- 5. Equality Screen** – as early as possible and review on an on-going basis. Liaise with the Equality Team for further advice.
- 6. Engage staff**
  - Ensure those directly impacted are communicated with first, if those that line manage staff are also affected advise them in advance of the staff they manage.
  - If the change will impact staff across sites consider the timing of any communication with staff for example, is there a need to meet with staff in different sites simultaneously.
  - Signpost staff to Management of Change Framework Document for more information and in particular the FAQs.
  - Remember to include in discussions staff who are absent for any reason and those on secondment.
  - Offer 1:1s with staff to allow them to raise any issues they may have with the proposed change
  - Allow staff to contribute/influence the change
  - Keep staff updated on progress. Discuss with them what is not going to change, any subsequent changes to the initial proposals, uncertainties that still need to be ironed out and if there are no further developments from

previous discussions, let staff know. Consider if technology could be used to enhance communication e.g. access to a portal/SharePoint containing all the relevant information.

Establish a point of contact and if appropriate, identify staff who could work with their colleagues to help them embrace the change.

**7. Minimise impact on staff**

- If staff are going to have to be redeployed scope vacant posts within the directorate. Liaise with HR regarding the need for vacancy controls.
- If interviews are necessary, liaise with HR re application and interview preparation

**8. Pilot/Trial**, consider a pilot/trial period to review the new arrangements.

**9. Paperwork:**

- Complete paperwork/Update HRPTS for staff to ensure changes that impact pay, including protection and excess mileage are processed.
- Review Job Descriptions in light of any changes

**10. Review** changes and impact on services and staff within an agreed timescale, tweak if necessary, share lessons learned with staff and seeking their input re future direction and decision-making

**11. Follow up:** Discuss in with your HR Business Link regarding any additional support needed to embed the change for example, team development, or coaching.

## **12.5 Appendix 5 - Management of Change: Frequently Asked Questions**



A change in service provision will often have implications for staff. It may mean that certain posts will no longer be required in specific locations. Each member of staff will wish to know how the change will affect him/her.

This Question and Answer guide will highlight questions that are often asked by staff who may be affected by such a change in service provision. Managers should be available to discuss any proposed changes with staff on an individual basis.

**Q1. What will the Business Services Organisation (BSO) do if my job is no longer available as a result of a change in service provision?**

- A.** It is the policy of the BSO to offer, wherever possible, suitable alternative employment to all staff whose job becomes displaced as a result of organisational change. This will take into consideration a number of factors such as current work location.

**Q2. What will the process be should my job be displaced?**

- A.** Your name will be placed on a redeployment list and you will be contacted about suitable alternative posts. This will be discussed with you in a meeting with your manager. You may bring your trade union representative or work colleague to the meeting. Further details in relation to the redeployment process are included in this pack.

**Q3. How will the redeployment process work?**

- A.** A suitable alternative post will be offered to affected staff who meet the essential criteria of the personnel specification for the post.

Where there are a selection of posts available you may be asked to advise of your interests in order of preference. If there is more than one person interested in a particular post or if there are more people than posts available, it will be necessary to undertake interviews in order to select the person for the post.

**Q4. How will I express an interest in a post I would like to redeploy to?**

- A.** Once you are advised of available posts you should discuss with your manager how you can express an interest in the post. You must complete the Redeployment - Expression of Interest Form. It is advisable to make contact with the manager of the vacant post to obtain more details and ascertain if this post is suitable for you.

**Q5. If I am on secondment, will I be considered for redeployed posts from my substantive post and if so, would my secondment continue?**

- A.** The decision on the continuation of any current secondments will be taken at local level based on service need and in accordance with the terms agreed. BSO will ensure communication with all staff affected by the proposal which includes staff currently absent from their post due to some form of leave e.g. sick leave, career break or secondment/acting up to higher level elsewhere in the service. They should be provided with an opportunity to attend staff briefings and one to one meetings. Where this is not possible your manager will ensure that you receive relevant information and documentation. There is also an onus on staff who are on secondment to keep in touch with their former manager to get an update on what is happening.

**Q6. If I am offered a redeployment post will I be released pending usual notice periods or could my redeployment be delayed?**

- A.** It is recognised that the process for staff moving as part of the redeployment exercise will need to be balanced between the needs of the individual, their current and new service area needs.

**Q7. If I am working part –time / job-share/ have temporarily increased my hours, can I be redeployed for full time posts or can I only express an interest in posts at my contracted hours?**

- A.** BSO is required to redeploy staff based on their substantive contracted hours, regardless of the employee's current working hours / arrangements, e.g. someone who holds a contract for 30hpw but has temporarily increased their hours to 37.5 hpw, will be redeployed to a post of 30hpw. Staff may indicate an interest in working in a post with increased hours. BSO will consider the request but is under no obligation to offer the post to the displaced member of staff, particularly if this would displace another member of staff with more contracted hours. There is the possibility of the manager/department of an identified post accepting less contracted hours than what is advertised. E.g. if a post is 37.5 hours per week the manager may accept contracted hours of 30 hours per week.

**Q8. Do I have to meet the full criteria of the post?**

- A.** It is expected that staff meet the full criteria as outlined in the personnel specification for the post they are expressing an interest in. In cases of interest in a post, where the criteria is not fully met, then some additional training/support will be given to the staff member, but only where this is deemed to be reasonable, cost effective and appropriate in the circumstances by senior management in conjunction HR management.

**Q9. Will full-time staff be given preference over part-time staff?**

- A.** All members of staff whether full time, part time or job share will be treated equally and BSO will make every effort to find suitable alternative posts, based on an employee's substantive permanent contracted hours.

**Q10. What happens if my new post is less hours?**

- A.** In the first instance BSO will seek to find you a suitable post based on your permanent contracted hours. If this is not possible, and the only suitable post is less than your contracted hours you will be due short term protection based on the protection policy Pay Protection Arrangements Circulars.

**Q11. What if my new post involves travelling a greater distance?**

- A.** If you are required by BSO to move as a result of organisational change to another place of work involving a greater mileage you will be entitled to payment of excess travelling expenses. Excess travelling expenses is the difference between home to old base compared with home to new base. It will be paid at the reserve rate for a period of four years from date of transfer and will be liable for tax deduction

You will need to complete an Authorisation for Payment of Excess Mileage Expenses form available from BSO Intranet and forward to your line manager to have this approved. You will need to claim this excess mileage monthly, similar to claiming business mileage. If you are using public transport you will need to keep all receipts. Further details can be found in "Management of Change: Excess Mileage Guidance

**Q12. What if my new post is at a lower grade?**

- A.** In the first instance the aim will be to identify an alternative post at your current grade. If this is not possible and the alternative post offered is at a lower grade then you will be entitled to the protection arrangements which apply to your contract of employment. If protection applies, this will be based on departmental circulars for Pay Protection Arrangements.

**Q13. What will happen if I choose voluntarily (e.g. via a recruitment process) to move to a post in a lower band, a post with less hours or a shift pattern that doesn't attract the same level of allowances when posts at my substantive band, hours, shift pattern are available, e.g. via a recruitment process?**

**A.** In these cases there would be no protection of pay.

**Q14. Will my working pattern be the same?**

**A.** If you are currently working on a rota/shift system or have a particular working pattern, this may not be appropriate in your new role. Working patterns must meet service needs. You will have the opportunity to discuss the working pattern with your new manager

**Q15. What will happen if my work patterns change and I lose some allowances?**

**A.** If you currently receive unsocial enhancements/allowances etc. and there is a reduction in these enhancements/allowances you may be entitled to short-term protection if your earnings fall below the level earned in your previous post. Staff with over 5 years' service will be entitled to one year's short term protection of allowances, for staff with less than 5 years' service the duration of short term protection will be determined in accordance with your length of service. Please refer to the Pay Protection Arrangements circulars for further information.

**Q16. If I move to another work setting what help/support will be available to me to help me settle in my new post?**

**A.** Induction programmes will be organised for all staff who transfer to another work setting. Your new manager will discuss your training needs. Training opportunities will be organised to take account of new operational systems and procedures to ensure that staff feel confident in their new setting.

Staff can also access free counselling from Inspire Workplaces (previously Care Call) 0808 800 002

**Q17. Is there a trial period for me to determine if the new post is suitable?**

**A.** There is a trial period of 4 weeks for redeployments. This trial period may be extended for up to 3 months by mutual agreement. Staff are encouraged to discuss with their line manager at an early stage any difficulties they are

having, and if these can't be resolved discuss the possibility of extending the trial period.

**Q18. Will I be issued with a new contract?**

- A.** Each member of staff who is displaced will be issued with an amendment to their existing contract in the form of a letter detailing any change. Your date of continuous service will remain unchanged.

**Q19. Can I carry annual leave over into my new role?**

- A.** Your annual leave will carry over into your new role however, you would be expected to have used the required amount of annual leave accrued for the proportion of the annual leave year prior to moving post. This can be calculated using the Annual Leave Calculator available on BSO intranet.

Staff who have accrued annual leave due to sick leave should discuss with their manager taking this leave before they transfer to their new post.

It is important that staff discuss their remaining annual leave entitlement with their new manager prior to taking up post.

**Q20. If I feel I have been unfairly treated what action can I take?**

- A.** Staff should in the first instance raise any concerns they have with their line manager and attempt resolution at local and early stage. However employees who remain dissatisfied may wish to invoke the grievance procedure

**Q21. What happens if I am redeployed to a temporary post?**

- A.** Every effort will be made to redeploy permanent members of staff to a permanent post. If you have to be redeployed to a temporary post you will remain in that post and 3 months before the post is due to end you will be required to contact your HR Business Link in order to ascertain a suitable alternative post. If a permanent post becomes available in the area that you are working in on a temporary basis, you may be confirmed as permanent in that area.

**Q22. Who decides whether redeployment opportunities made available to me are suitable alternative employment?**

- A.** HR and line managers will determine whether a post offered to you is deemed as suitable alternative employment. If you are offered a post and refuse to

accept it on the basis that you do not believe it is suitable then your reasons for refusing will be considered. However, if BSO deems that the post is suitable and your reasons for refusing the post are not accepted then you will be required to take up the post.

**Q23. If my earnings are reduced after my period of protection will this have implications for my pension?**

- A. If you are a member of the HSC Pension Scheme it may be possible to protect your pensionable pay. Further information is available in the [“Protection of Pay and Voluntary Protection of Pay”](#) Factsheet on the HSC Pensions website.

**Q24. Is there a contact person staff can be directed to? E.g. within HR?**

- A. A HR contact person will be identified at the early stage of any organisational change; this will usually be the Business Link for your department/directorate. Organisational change can be a stressful time for all involved and staff are encouraged to avail INSPIRE services if so desired.

**Q25. Will there be a remuneration scheme/package available that allows me to leave voluntarily?**

- A. The HR Lead for the change will advise you if a scheme is available.

**Q26. I have a fixed term “temporary” contract with BSO. How will the change impact me?**

- A. Depending on your length of service, BSO may seek to find alternative posts for affected temporary staff. How this will be managed could be dependent on your length of service, the reason for your fixed term contract and the nature and size of the organisational change. This will be discussed with you in your one to one meeting. However staff must be aware that there is a possibility for their contract of employment with BSO to end on the expiration of their current temporary post.

**Q27. Whilst involved in the redeployment process, will the staff affected by organisational change be given first choice of available posts?**

- A.** There may be other staff who also need to be redeployed that does not involve organisational change, e.g. ill health or for employee relations reasons. Priority may be determined, taking into account availability of suitable posts, and timeframe of proposed change. There is very specific legislation/case law which protects the rights of those that have a disability or are pregnant/on maternity leave. These staff may therefore be offered a post before their colleagues. If no group/individual is deemed as a priority all affected staff will be advised of the post and the normal redeployment process will follow.



## 12.6 Appendix 6 – Redeployment: Expression of Interest Form

### IMPORTANT NOTES - PLEASE READ CAREFULLY

- You must ensure that all information is completed accurately.
- You should ensure ALL relevant information is included, as this information will be used to support the HR Lead in determining matching redeployment opportunities.
- If you become aware of any expression of interest (EOI) opportunities at your substantive band, it is your responsibility to bring them to the attention of the HR Lead for the change at the earliest opportunity.

**WHEN YOU HAVE FULLY COMPLETED THIS APPLICATION FORM, YOU SHOULD FORWARD THE APPLICATION TO THE HR LEAD FOR THE CHANGE PROCESS, BSO HUMAN RESOURCES. 7<sup>TH</sup> FLOOR, 2 FRANKLIN STREET, BELFAST, BT2 8DQ. YOU SHOULD RETAIN A COPY OF THIS FORM FOR YOUR OWN RECORDS.**

SIGNATURE	
Name (Capitals)	
Signature	
HR Advisor Signature	
Date of Redeployment Discussion / Meeting	
Redeployment Review Date	

PART 1 – PERSONAL DETAILS	
Title & Full Name	
Date of birth	
Home Address	



Daytime Telephone Number	
Mobile Number	
National Insurance Number	

#### **PART 2 – EMPLOYMENT DETAILS**

Staff Number	
Job Title and Band	
Location	
E-mail Address	

#### **PART 3 – WORK AND TRAVEL ARRANGEMENTS**

Do you have a current driving license?	
Do you have access to a car for the purposes of work?	
Mileage – Home to Current Base?	
Current Work Pattern – Days / Hours?	
Do you have any flexible working arrangements currently?	

#### **PART 4 – EXPERIENCE AND QUALIFICATIONS**

Please detail your previous work experience
---



Please detail your qualifications

Please detail any professional qualifications / registration

#### **PART 5 – REDEPLOYMENT OPTIONS**

Please outline your preferred roles / posts

Please outline your availability, including the days you are available to work and the minimum and maximum number of hours you can work.

Please outline your preferred locations in a 1 to 5 priority order:

- 1.
- 2.
- 3.
- 4.
- 5.

Please identify any training / support required

Do you have any medical conditions which may impact on your ability to carry out the full duties of a role? Please detail any reasonable adjustments which you currently have in place.

## 12.7 Appendix 7 – Redeployment: Employee Information Form

This form is for the purpose providing the receiving manager with information regarding the employee transferring into their department. The information shared is to provide the new manager with an insight into an employee to assist their integration with the new department.

PART 1 – PERSONAL DETAILS	
Title & Full Name	
Home Address	
Daytime Telephone Number	
Mobile Number	

PART 2 – CURRENT EMPLOYMENT DETAILS	
Staff Number	
Job Title and Band	
Location	
E-mail Address	

PART 3 – EXPERIENCE AND QUALIFICATIONS	
Please detail your previous work experience	



Please detail your qualifications

Please detail any professional qualifications / registration



## 12.8 Appendix 8 - Management of Change Proposal Template

### **Rationale for Change:**

*Include background, current issue (s) facing the team, parameters for the review, reasons for and benefits of the proposed change. Include any information/professional standards/trends/statistics that support the rationale for change.*



**Current Position:**

***This should include details on the current structure/shift patterns/location.***





**Proposed Change:**

*Include details of what the change will look like, for example*

*Proposed structure & possible shift patterns*

*Impact on existing staff; including total numbers affected and in what way, possible impact (positive and negative)*

*Staff perception/awareness of the need for change, e.g. have any discussions around this taken place*

*Financial implications: proposed options to be costed*

*Proposed implementation date:*

## 12.9 Appendix 9 – Other Models for Organisational Change

The Centre for Research and Evidence on Security Threats (CREST) have developed tools for management to assist with Organisational changes to include a tool kit and a model for change. Giving the changing working environment we will all be facing BSO and all HSCNI organisations over the next few years, CRESTs model for Change may be beneficial to you directorate when considering Organisational Change.

CREST have developed a model for change known as FOCAL (see below),



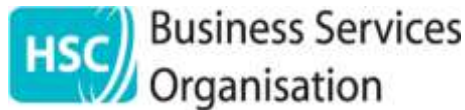
The two most important strands of change, is communication, i.e. what and how info is communicated, and Counterproductive Work Behaviours (CWB) all covered in the guide.

Of particular interest is the 7 employee groups and their responses to change to include Trusters, Watchful Followers, Change the Tops, Concerned Loyalists, Identity Shifters, Angry Distrusters and Apathetics.

**More information can be found:**

<https://crestresearch.ac.uk/news/managing-organisational-change/>

## 12.10 Appendix 10 – Redeployment Correspondence

**Directorate of Human Resources  
& Corporate Services**

2 Franklin Street  
BELFAST  
BT2 8DQ

05 March 2021

**PRIVATE & CONFIDENTIAL**

**Tel:** (028) 95 363001 Option 5

**Email:**

[bsc.humanresources@hscni.net](mailto:bsc.humanresources@hscni.net)

Name

A1

A2

A3

A4

Postcode

Dear **TITLE NAME**

**RE: REDEPLOYMENT JOB OFFER - (POST/BAND/HOURS - LOCATION)**

I write in reference to the meeting you had with **INSERT MANAGER AND HR NAMES** on **INSERT DATE**. The purpose of this meeting was to discuss the **INSERT REASON FOR REDEPLOYMENT**, as well as potential job roles that may be of interest to you. As was agreed at this meeting you have been placed on the Business Services Organisation's (BSO) Redeployment register, and consideration will be given to job roles for which you meet the essential criteria.

I wish to inform you that a suitable alternative position has been identified for you. Please find enclosed the Job Description and Personnel Specification for this post.

**<< If a pool of people include...>>**

[As was also discussed at the meeting, if there is more than one person interested in this post, you may be expected to compete for this post by completing an interview.]

Could you please confirm in writing by **DATE** if you wish to consider this post for redeployment and I will make the appropriate arrangements for you to meet with and discuss the post with the line manager << name >>. Should you not wish to accept please state the reasons why you do not wish to accept.

Please note that this correspondence has also been sent to your BSO Email address on << date >>.

Yours sincerely

---

**NAME**  
**JOB TITLE**

05 March 2021

**PRIVATE & CONFIDENTIAL**

**Tel:** (028) 95 363001 Option 5

**Email:**

[bsc.humanresources@hscni.net](mailto:bsc.humanresources@hscni.net)

Name

A1

A2

A3

A4

Postcode

Dear NAME

**RE: REDEPLOYMENT OFFER - DECLINED**

**(POST/BAND/HOURS - LOCATION)**

I write in respect of your written correspondence to me dated <<date>> advising of your decision not to accept the <<post/band>> based in <<location>>. This position had been determined as a suitable alternative offer of employment.

You have indicated that the reason/s for your decision is / are:

- 1.
- 2.
- 3.

Your reasons for declining this offer have been considered by NAME, HR Manager and BSO's position remains that the above post is a reasonable offer of alternative employment.

I therefore ask that you give further consideration to accepting this post and ask that you make contact with me no later than <<date (3 working days from date of letter being issued)>> to advise of whether you will be accepting the post.

Should you decline to accept the above post, you should be advised that a meeting will be arranged with you to discuss the possibility of your name being removed from the BSO's Redeployment Register and no further offers of redeployment being made to you.

**OR**



Your reasons for declining this offer have been considered by NAME, HR Manager and are accepted. Therefore you will remain on BSO's redeployment register for a suitable alternative employment position.

Yours sincerely

---

**NAME**  
**TITLE**

05 March 2021

**PRIVATE & CONFIDENTIAL**

Tel: (028) 95 363001 Option 5

Email:

[bsc.humanresources@hscni.net](mailto:bsc.humanresources@hscni.net)

Name

A1

A2

A3

A4

Postcode

**RE: ACCEPTANCE OF POST BAND, LOCATION, HOURS**

I refer to your Contract of Employment with the Business Services Organisation JOB TITLE, Band (INSERT BAND) based in LOCATION.

As discussed at our meeting on DATE your name was placed on the BSO's redeployment register for suitable alternative permanent posts as a result of [restructuring/4 years temp service/return from career break] **(delete as appropriate and expand reason as appropriate)**

A suitable alternative post has been sourced for you and it has now been agreed that with effect from the DATE you will be redeployed as a JOB TITLE, Band (INSERT BAND), (INSERT HOURS) hours per week, based in LOCATION.

This post has been identified as a reasonable offer of suitable alternative employment. You will commence on a trial period of 4 weeks. If the trial period is successful the redeployment process will end. In the event that following the 4 week trial it is agreed that the post is not suitable alternative employment the redeployment process will recommence.

**<<If Downgraded>>**

Given that we were unable to secure a Band (INSERT OLD BAND) post for you, the only alternative was to offer you this Band (INSERT NEW BAND), JOB TITLE post. Your Band (INSERT OLD BAND) salary is therefore protected in accordance with the pay protection Arrangements in Circular JNF (1) 2007 / JNF (1) 2011 **(delete circular as appropriate and ensure that protection entitlement is in accordance with service set out in the same)**. Based on your length of service, you are entitled to:

5 years' protection on the following basis:

3 years' full protection (Protection of basic pay with pay uplifts and increments applying to the pay band) with effect from DATE to DATE.

2 years' mark time protection (occurs after the period of full protection has ended and means protections of basic pay without the benefit of any subsequent pay uplifts, increments etc applying to the pay band) with effect from DATE to DATE.

Please ensure that you read the enclosed circular **in full** to ensure that you understand all aspects of this protection arrangement including the circumstances under which your protection would cease.

**<<If Short Term Protection Applies>>**

It has been agreed that you will be entitled to 4/8/12 **(delete as appropriate)** months protection of earnings for unsocial hours. **This period of protection will be from DATE until DATE.**

Please note from the enclosed circular that the intention of this protection is to offset the immediate impact of a reduction in total earnings. This will therefore not be paid in any period where total earnings, i.e. basic pay plus additional earnings after the change in terms and conditions, are equal to or more than regular earnings before the change.

**<< If Excess Mileage is applies>>**

As you have been required to change your base of work as a result of accepting this alternative post you will be reimbursed for the excess daily travelling expenses you incur. This will be for a maximum of 4 years from the date you transfer on **DATE**. Excess mileage is paid at the reserve mileage rate which is currently 28p per mile if you travel by car or on the basis of bus fares or standard rail travel (Please note that this is the reserve mileage rate at the date of issue of this letter however the rate may be subject to subsequent change)

Before any payment is made for excess travel claims an Authorisation for payment of excess mileage expenses' form (enclosed) needs to be completed and signed by your Manager/Head of Service and the relevant Assistant Director of Human Resources. Please ensure that you complete this form and forward it to your manager to complete.

If you have any queries regarding this letter or your protection arrangements please discuss them with your line manager in the first instance who can contact Human Resources with any queries which require further guidance.

Yours sincerely

**NAME**  
**JOB TITLE**

Cc Old Line Manager  
New Line Manager  
HR Pay and Conditions Team

**Business Services  
Organisation**

**Management of  
Change Framework 2021**