

Name of Guidelines	Change Management Guidelines	
Description of Guidelines		
<input type="checkbox"/> New Policy		<input type="checkbox"/> Revision
Description of Revision		

Human Resources Directorate

Policy and Revision Number	
Original Effective Date	
Review Due Date	
Revision Effective Date	
Senate Approval Date	
Vice Chancellor's Approval Date	June 2008

Table of Contents

1.	Background Information	1
2.	Responsibilities of Management	1
3.	Responsibilities of Staff.....	2
4.	Consultation	2
4.1	Laying Foundations for a Change Proposal.....	2
4.2	Stage 1 – Initial Consultation on the Change Proposal	3
4.3	Deciding to Further Proceed with a Change Proposal.....	3
4.4	Stage 2 – Consultation Following a Decision to Further Proceed	4
5.	Evaluation of Consultation Outcomes	4
6.	Implementing Change	4
7.	Assistance for Staff	5
8.	Policy Review	5
	Attachment 1: Key Steps in Managing Significant Change Processes	6

1. Background Information

These change management guidelines have been developed to assist ACU, its organisational and functional units, managers and staff effectively manage and participate in change processes at the University. The aim is to ensure that change processes at ACU provide clear opportunity for staff to express themselves in relation to change. This is so that processes of change achieve the University's strategic objectives. The processes outlined within these guidelines, therefore, are indicative only. They are not intended to be exhaustive or prescriptive. The processes outlined within these guidelines embody the principle of consultation about change programs. Some projects will be best undertaken by using the processes contained in these guidelines. Others may require other processes to allow satisfactory consultation to occur.

The University and staff recognise that change will occur as the University evolves over time and as circumstances require. Many changes that take place in the workplace can be relatively minor and, as a consequence, are readily addressed at the immediate workplace level through direct localised discussion and consultation with individual staff and/or the work group. These changes do not need to adhere to the broad parameters outlined in these guidelines as this would normally be excessive in the circumstances. More broadly, however, and in relation to significant changes, the University and its staff will pursue ongoing improvements in the quality of University structures, programs and support services, and in support of the University's strategic objectives through appropriate discussion and consultation.

It is acknowledged that the sound management of workplace change is enhanced by the involvement of the staff who will be affected by that change. The University seeks to manage change in a proactive, transparent and constructive manner, which minimises any adverse effects on the University workplace community while ensuring that the University is able to adapt appropriately to changing circumstances and needs.

2. Responsibilities of Management

Responsibilities and obligations are required of University management with regard to institutional policy or discretion, which include but are not limited to:

- the Mission of the University;
- the strategic direction of the University;
- organisational structure;
- staffing levels;
- technological innovation;
- budget and resource allocations; and,
- employment and management of staff.

These responsibilities are integral to the role of management, representing areas crucial to the ongoing operation, viability and effectiveness of the University. In this context, amongst other objectives, organisational and technological change will be directed to the achievement of enhanced quality, efficiency, productivity, effectiveness and economy of University operations and the important values that underpin ACU as a Catholic institution.

3. Responsibilities of Staff

Responsibilities and obligations required of staff and their chosen representatives include, but are not limited to:

- assisting the University adjust to changing circumstances;
- enhancing efficiency and productivity;
- better servicing the needs of students, clients and customers;
- strengthening the quality of service delivery;
- achieving economy of operations;
- effectively utilising the benefits of technology
- supporting action to achieve legislative compliance;
- appropriately utilising financial resources; and,
- facilitating income generation.

A staff member may choose to seek advice or assistance from a person of their choice throughout the course of discussions on such changes provided that person is not currently a practicing solicitor or barrister.

4. Consultation

Appropriate consultations as broadly outlined in sections 4 to 7 of these Guidelines will be conducted where a change may have a significant effect on a section of the University. At ACU consultation means that the University and staff (including their chosen representatives) will confer and that the views expressed by them shall be taken into account before final decisions are made.

4.1 Laying Foundations for a Change Proposal

A well conceptualised and considered change proposal will help reassure the University community and provide potentially affected staff with a sense of confidence in the soundness and viability of the proposed change.

Practical initiatives that may be taken by a manager that may help in the preparation of a change management proposal might include:

- Researching the matter, possibly by considering the way similar activities or processes are handled elsewhere at ACU, in the higher education sector or further afield. This might involve review of relevant literature or reports, site visits and /or discussions with experts and colleagues.
- Commissioning a panel or an expert to review existing practices and modes of service or other delivery and provide recommendations for consideration.
- Taking advice and consulting privately with relevant in-house specialist or service groups that may be needed to support any ultimate changes. This might include the Human Resources, Finance, Student Administration, Information Technology, Library, etc.
- Discussing the emerging change concept with the senior manager who is responsible for the area in which change is being contemplated. This will be beneficial to obtain her or his support and advice, both in relation to the proposal, and strategies for implementation, communication and consultation with affected staff.

- Giving thorough consideration to the potential logistical and resourcing implications of the change such as its financial, service, equipment, program delivery, facilities/accommodation, technology requirements along with any associated cost savings, efficiencies or costs.
- Giving serious consideration to the potential impact on staff and work patterns/ organisation. Especially to issues such as the:
 - mix, location and number of staff;
 - any new supervisory and/or organisational structure issues or needs;
 - any altered skill, qualification or specialisation needs;
 - any impact on career paths along with possible retraining or upskilling needs and strategies; and,
 - any issues to be considered in developing possible staff placement processes.

The value of considered and thorough preparation of a change proposal, especially at this early stage, is that many possible difficulties and initially unseen benefits and implications can be addressed in preparation for positive discussions and consultations with staff. It is important that the person preparing the change proposal remain open-minded to enable consideration and inclusion of any useful and viable refinements in the course of subsequent consultations.

It is important to note, however, that effective consultation is not dependent on all or any of the above actions having been undertaken. Only those required to lay foundations for a particular change process should be taken.

4.2 Stage 1 – Initial Consultation on the Change Proposal

When a manager decides to advance an “in-principle” significant change proposal, which is likely to impact on staff, consultation with the affected staff will take place as soon as possible. Such consultation may be informal or formal. However, the manager should work to ensure that affected staff have an opportunity to reflect on and ask questions about the proposed change.

As part of the consultation process the manager will provide relevant information on the change concept to the affected staff in order to outline its implications. Consultation will occur with relevant staff, and as appropriate cover matters such as:

- the rationale for the change;
- potential benefits or adverse effects in relation to staff; and
- suggestions for avoiding or mitigating any potential adverse effects.

At this stage, staff will be provided with an opportunity to discuss the affect of the proposed changes as they might impact on them personally. Staff may put forward comments, either verbally or in writing, for improving the change proposal or for averting or mitigating any potential adverse effects.

4.3 Deciding to Further Proceed with a Change Proposal

Following consideration of any input received in the initial consultation stage (outlined in section 4.2 above), the change proposal can then be finalised for final discussion with the Executive Staff Member responsible for the area in which the change is proposed. Once endorsed by this manager the change proposal may be advanced as appropriate for approval to further proceed. This may be to the relevant Senior Staff Member Group Member and/or a specific Board or Committee of the University.

Depending upon the nature of the change proposal and the extent of its anticipated impact, the University may seek the views of staff through consultative forums and/or focus groups. Once a decision to proceed is made, the proposal progresses to the next consultation phase.

4.4 Stage 2 – Consultation Following a Decision to Further Proceed

Once the University has made a firm decision to further proceed with the change proposal, and a comprehensive implementation proposal has been prepared, the affected staff will be formally advised. If the change proposal is likely to have a broad impact upon groups of staff, the consultative forums and focus groups may be established to facilitate consultation with staff on the decision to proceed. The University will discuss the implications of the change with affected staff as quickly as possible after a decision is made to further advance the change process. Specifically the University will discuss with the affected staff, issues which might include:

- the introduction of the change;
- any effects the change is likely to have on staff;
- measures to avert or mitigate any possible adverse effects on staff;
- mechanisms for equitably accessing any benefits that might attend the change;
- proposals for placing staff in positions in case of a restructuring; and,
- processes for monitoring/reporting on the change process implementation.

Once formally advised, the ACU Staff Consultative Committee may seek additional information about the proposed change and its institutional benefits and may suggest ways for improving the change proposal or for averting or mitigating any potential adverse effects.

During consultations with affected staff about the change proposal the University will endeavour to:

- provide staff with opportunities to discuss and submit written input on the change;
- give appropriate consideration to matters relating to the change proposal raised by staff or the Staff Consultative Committee; and,
- provide affected staff with information about the change and any impact on them unless this information, as might occasionally be the case, if disclosed, is potentially damaging to the interests of the University.

5. Evaluation of Consultation Outcomes

The University will take account of the points above when considering change proposals and will give serious consideration to views put forward by all relevant stakeholders on these points before deciding whether to proceed with the proposed change, either in its original or a revised form.

6. Implementing Change

As outlined above, the University supports consultation with staff about change processes, and this involves providing staff with appropriate information in support of change proposals. Following consultation and consideration of staff views arising out of the consultation process, the University will be in a position to implement the change proposal or to decide against doing so.

7. Assistance for Staff

A staff member may seek advice or assistance from a representative of her/his choice throughout the course of discussions and consultation on a change management proposal or process. Such a representative must not be a practicing solicitor or barrister.

8. Policy Review

The University may make changes to the Change Management Guidelines from time to time to improve the effectiveness of its operation. In this regard, any staff member who wishes to make any comments about the Change Management Guidelines may forward their suggestions to the Director, Human Resources.

9. Further Assistance

Any staff member who requires assistance in understanding the Change Management Guidelines should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further advice be needed, they should contact the Human Resources Consultant responsible for their campus.

Attachment 1: Key Steps in Managing Significant Change Processes

The following indicative steps are provided to assist change management at the University. In providing this guidance it is recognised that variations from this process will be needed to facilitate the effective advancement of differing change management processes at ACU.

