

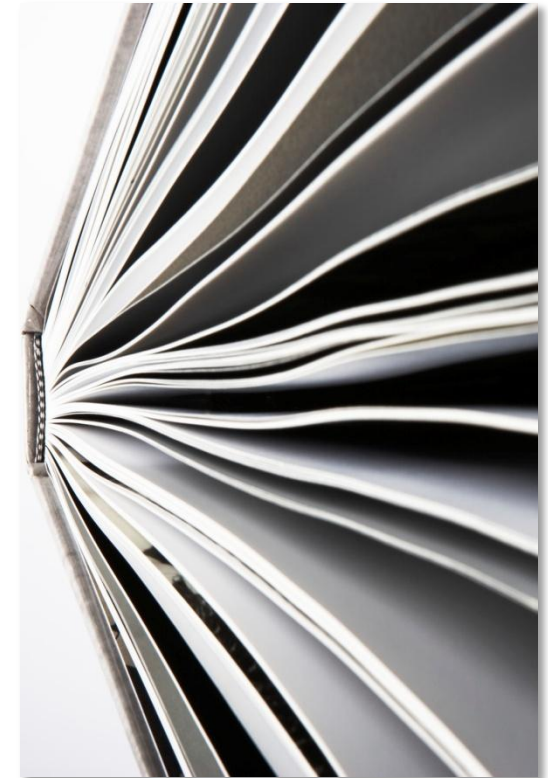
Change Management & Employment Issues



Presented by Pauline Croxon

This session will Consider

- The industrial relations requirements for change management
- The *ACU Change Management Agenda*
- Some employment issues which may arise during change management



Industrial Relations Requirements for Change Management – the Awards

The Fair Work Tribunal has inserted a clause titled:
“Consultation regarding major workplace change”
into **all** of the modern industrial awards which take
effect in 2010.

The wording of the standard
clause is as follows:



Industrial Implications of Change – the Awards

(a) Employer to Notify

- Where an employer **has made a definite decision** to introduce **major changes** in production, program, organisation, structure or technology that are likely to have **significant effects** on employees, the employer **must notify the employees** who may be affected by the proposed changes and their representatives, if any.



Industrial Implications of Change – the Awards

(b) Significant effects include

- Termination of employment;
- Major changes in the composition, operation or size of the workforce or in the skills required;
- The elimination or diminution of job opportunities, promotion opportunities or job tenure;
- The alteration of hours of work;



Industrial Implications of Change – the Awards

(b) Significant effects (continued)

- The need for retraining or transfer of employees to other work or locations, and
- The restructuring of jobs.



Provided that where the award makes provision for alteration of any of these matters, an alteration is deemed not to have a significant effect.

Industrial Implications of Change – the Awards

- The Awards require employers to discuss the introduction of the changes with staff, including any measures to avert or mitigate the adverse effects of such changes **and to give prompt consideration to matters raised by staff**
- The discussions must start as early as practicable **after** a definite decision has been made to make the changes
- The employer must share all relevant information (but is not required to disclose confidential information).



Industrial Relations Provisions for Change – The Enterprise Agreement

There are specific provisions covering change management in the ACU Staff Enterprise Agreement (see Section 8)

*“The University and its staff will pursue **ongoing improvements** in the quality of University programs and support services, and in support of the University’s strategic objectives... **change will occur** as the University evolves over time and as circumstances require...”*

*Many changes ... can be relatively minor and... will be addressed at the workplace level through **direct local discussion and consultation** with individual staff and/or the work group”*

Industrial Implications of Change

The key word in *all* of the University's change management documents is:

CONSULTATION

*“Consultation does not imply that agreement needs to be reached. It means that the relevant participants in the consultative process **will confer** and that the views expressed by them **shall be taken into account before final decisions are made.**”*



Industrial Implications of Change

- In addition to the Awards and the Enterprise Agreement, the relevant policy is the ***Managing Change Guidelines*** on the HR website. This document includes a flow chart of the ACU Change Management process
- The Australian Catholic University Staff Consultative Committee (ACUSCC) **must be** consulted about any significant change proposal



However this should happen **after local consultation** has occurred and **after approval in principle** has been given by the University.

ACU's Current Change Agenda

The Vice-Chancellor has consulted with staff about the University's future strategic direction. This began with his *'listening approach'* in February 2008.

The VC also issued a series of documents in 2008, including:

- A Memorandum to staff dated 2 June 2008 advising that *"the next 18 months will be a time of both change and opportunity"*, and the creation of the Vice-Chancellor's Strategy Group;
- A Memorandum to staff dated 28 July 2008 which advised staff to lodge their comments about the restructure via the vcfeedback@acu.edu.au email address.

ACU's Current Change Agenda

The VC's communication to staff also includes:

- A Memorandum to Staff dated 14 August 2008 regarding the then Proposed Management Restructure (with an attached table outlining the Implementation of 2008 Strategic Priorities). This memorandum requested staff feedback about the proposed restructure prior to the Proposal being presented to Senate, and
- An email to staff dated 18 September 2008 advising of Senate's decisions with regard to the Restructure

ACU's Current Change Agenda

The VC's communication to staff also includes:

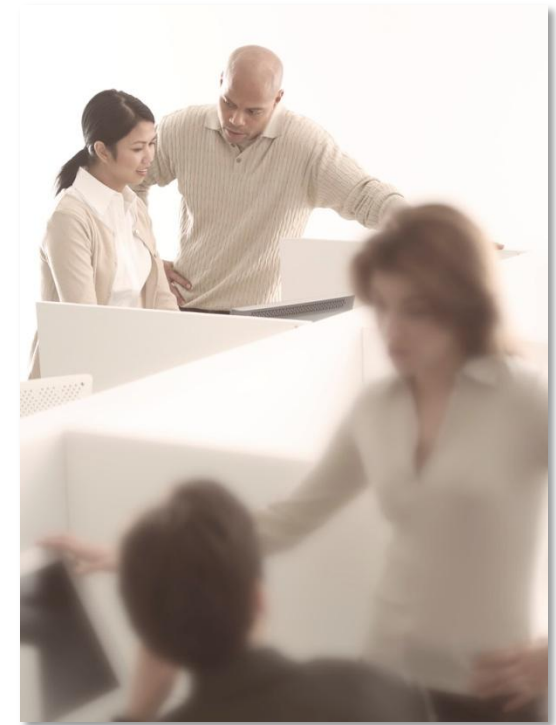
- A Memorandum to staff dated 14 November 2008 advising of the VC's Report to the Senate meeting of 13 November, including advice of Senate's approval in principle of the draft ACU Strategic Plan, 2009 – 2011, and
- An email to staff on 5 December 2008 advising of the implementation of the University Management Restructure.

ACU's Current Change Agenda

For information about the direction of the University, staff should refer to the ***ACU Strategic Plan 2009 - 2011*** and associated transitional documents which are available on the Office of Planning and Strategic Management website.

Managing Change Proposal

- Where the University has made a decision in principle to undertake a significant change, a *Change Management Proposal* will normally be prepared.
- Often there will be a period of informal consultation with staff before the formal Proposal is prepared and distributed for feedback (including as a draft).
- Each formal change management proposal is considered by the ACU Staff Consultative Committee



What would be a significant change at ACU ?

Based on the case law, the following would be considered to be *significant* changes:

- Closing a campus e.g. due to consolidation (e.g., when ACU's Castle Hill campus was closed and staff were transferred to other campuses)
- Abolishing a work unit as the work is no longer required to be performed or will be performed elsewhere, and positions may be made redundant
- Amalgamating several units to form a new organisational unit or breaking up a unit to form other units and changing reporting lines



Change Management Proposals

- Change Management Proposals explain the rationale for the change, give an anticipated timeframe, and include measures to mitigate any potential adverse affects for staff.
- Change Management Proposals that involve restructures may contain a Placement Process which outlines the principles and procedures to be followed by the University when placing staff within a new or revised structure.

Managing Change

Proposals considered by ACUSCC

From 2008 – 2010 the ACUSCC has considered the following Change Management Proposals:

- University Administration
- Research Services
- Marketing and External Relations
- International Directorate
- Learning and Teaching Centre & ACU Online
- Human Resources
- Office of the Pro-Vice-Chancellor (Academic)

Managing Change

Proposals considered by ACUSCC

- Centre for Indigenous Education and Research (CIER)
- Faculty of Business
- Libraries
- School of Nursing (NSW)
- ACU- St Paul's Theological College
- National School of Exercise Science
- Faculty of Education (Workforce Renewal)
- Student Services/Campus Ministry
- Faculty of Theology and Philosophy

Employment Implications of Change Management

The implementation of a change proposal may involve a change in a staff member's:

- **classification level,**
- **salary and/or loadings,**
- **duties/responsibilities,**
- **reporting line,**
- **organisational unit**



Where any of these changes occur they must be in line with the Placement Process and University policies and, where appropriate, will be confirmed by HR through a variation to the staff member's contract of employment.

Issues arising from implementing Change

It is recommended that Supervisors communicate their message about change in different ways e.g.

- Through holding staff meetings,
- Via emails and/or personalised letters,
- Through teleconferences and videoconferences about the change process
- Sometimes the messages may need to be frank, e.g. ***As demand for these units has declined the School can no longer afford this position in its current form***



Issues with implementing Change

Some staff will be happy with a change proposal, others may be upset and resistant

Depending on the potential individual adverse effects, negative reactions may include:

- **Shock, anger, and grief**
- **Worries about the future and potential job losses**
- **Concern about the potential removal of career and/or promotion opportunities**



Strategies to help cope with Change

- Supervisors should try not to be defensive if staff resist change - it is a natural reaction and part of the change process that can generate constructive input
- Staff should give feedback to their Supervisor and try to be supportive during the change process. Your feedback is important to make the change process work for the University and your colleagues



Strategies to help cope with Change

- Staff and Supervisors have access to the University's Employee Assistance Program during a change process – so USE it!!!
- The University's EAP Provider is ***ACCESS Programs*** – contact them at **1800 81 87 28**
- Look after yourself during the change management process – particularly at implementation stage. Don't try to push too hard for or against a change and take breaks if needed



Thank you all for your attendance
Any Questions?

