

Organisational Change Principles During Covid-19

During our response to the Coronavirus pandemic, we may need to make very rapid changes to the way we work or to mobilise staff very quickly. These changes are required for a temporary period in order to address the challenges of responding to the pandemic and where recourse to our usual policies and procedures, such as the All Wales Organisational Change Policy, are not appropriate in the circumstances.

In order to facilitate these changes at pace, Public Health Wales, in partnership with the trade unions, have developed organisational change *principles* that should be adhered to when the full Organisational Change policy cannot be adhered to.

These should be used in all circumstances where staff are being asked to temporarily change their way of working. Examples include changes to shift patterns, line management, location or roles and responsibilities.

Determining Need and Preparing for Change

- As soon as the need for a change has arisen, line managers should inform both the HR Business Partner and the trade unions, even if this is a quick telephone call to start the process.
- Discuss and determine whether the change is able to progress without recourse to the All Wales Organisational Change Policy, i.e. is the change a temporary one in response to the pandemic? If so, then you will need to determine and agree the following:
 - Rationale for the change
 - Timeline for consultation
 - Length of time change will be in place
 - Review periods
 - Impact of the change on staff
 - Develop reasonable adjustments for staff potentially adversely affected (making referrals to Occupational Health if required)
 - Complete EHIA and any risk assessments that may be appropriate

Engaging and Leading Change

- Remember that all staff have a reasonable expectation of a discussion, in a timely manner, on the rationale for and implication of the change
- Treat all staff as individuals with due regard to both their personal and employment circumstances

- Ensure you communicate the plan for the change in an open and honest manner
- Engage with the trade unions at the earliest opportunity and throughout

Delivering Change

- All changes, even temporary ones, should be put in writing, confirming that any changes will revert back at the end of the temporary period
- Ensure that you undertake reviews in accordance with what was agreed at the outset
- Remember that staff are entitled to representation when subject to any change

Monitoring and Evaluating Change

- Monitor and evaluate the benefits of the change.