THE UNIVERSITY OF NOTRE DAME AUSTRALIA

Procedure:

Managing Workplace Change

Effective: 18 June 2021

Audience: Employees

Policy Category: Management
Policy Sub-category: Human Resources

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Procedure Owner:	Pro Vice Chancellor, People and Culture
Responsible Officer:	Director, HR Business Partners
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1 PURPOSE

1.1 This Procedure sets out the processes related to the management of major workplace change to ensure it is consistent with sound management practice, relevant commitments outlined in the university enterprise agreement and related university processes. This Procedure supports the implementation of change management, associated practices and to ensure a transparent and timely process to assist the University's business objectives and employees.

1.2 The adoption of the principles of retaining talent, demonstrates the Universities practices of minimising the impact of redundancy.

2 RELATED POLICIES AND REGULATIONS

2.1 This Procedure should be read in conjunction with the following:

2.1.1 *Procedure: Redundancy and Redeployment*

2.1.2 *Policy: Staff Recruitment and Selection*

2.1.3 *Procedure: Staff Recruitment and Selection*

2.1.4 *The University of Notre Dame Australia Enterprise Agreement 2018-2021,* as amended

3 DEVELOPMENT OF CHANGE PROPOSAL

3.1 Where the business decides on major change, the Senior Management Group and People and Culture will undertake a review of the strategic imperatives for the change, drivers, risk assessment and financial modelling. This is a commercial in confidence process that is for internal management purposes to seek approval (in principle) for business decisions.

3.2 The development of the change proposal document, may result in positions becoming redundant or result in a long term/permanent change to an employee's regular roster or ordinary hours of work. This must be documented including the reasons for the change and which employees may be impacted.

3.3 The relevant approvals and/or Delegated Authority is required prior to the release of this document for consultation.

3.4 Promotion and Development Opportunities

3.4.1 A change management process is <u>not</u> an opportunity to promote employees. All selection and recruitment decisions made as a result of implementation of the approved change (or Major Change) will be consistent with the principles and processes set out in the Staff Recruitment and Selection Policy and Procedure.

3.4.2 Staff members seeking promotion independently/outside of the change management process, will refer to the following:

3.4.2.1 Academic employees continue to be required to apply for promotions through the University's Academic Promotion process set out in *Policy: Academic Promotion*.

3.4.2.2 General employees continue to be required to apply for a reclassification through the University's reclassification process or apply for internal employment opportunities (that may be at a higher classification level) through the Employment Opportunities webpage.

4 CONSULTATION

4.1 Consultation occurs only after a documented Definite Proposal for change has been approved by the Delegated Authority.

4.2 Where the proposed change management document and associated position descriptions are released to the affected business, this marks the beginning of the two (2) week consultation period.

4.3 All affected employees are to be notified as soon as practicable, as to the nature of the change and how that may impact them. Employee Representatives including the Union will also be notified in writing.

4.4 No final decision on the change will be made until consultation with the affected employees and their elected Employee Representative(s) occurs.

4.5 If an employee/s appoints a representative or Union for the purposes of consultation and the employees/s advises the University of the identity of the representative, the University must recognise the representative.

4.6 As soon as is practicable after making its decision (that is, a Definite Proposal), the University must discuss with the relevant employees (and a representative if one has been appointed by the relevant employees) and the Union:

4.6.1 the introduction of the change; and

4.6.2 the effect the change is likely to have on the employees; and

4.6.3 measures the University is taking to avert or mitigate the adverse effects of the change on employees.

4.7 For the purposes of the discussion the University must provide, in writing, to the relevant employees, the representative and the Union:

4.7.1 all relevant information about the change including the nature of the change proposed; and

4.7.2 information about the expected effects of the change on the employees; and

4.7.3 any other matters likely to affect the employees.

4.8 The University is not required to disclose confidential or commercially sensitive information to the relevant employees, the representative or the Union.

4.9 The University must give prompt and genuine consideration to matters raised about the Major Change by the relevant employees, the representative and the Union.

5 IMPLEMENTATION

5.1 Following consultation, a final change document is prepared and referred to the Delegated Authority for approval.

5.2 On release of the final change documents, actions associated with Direct Mapping, Redeployment, Redundancy and Recruitment can be undertaken by way of effective implementation for the change.

6 RELATED DOCUMENTS

6.1 *Business Case for Change*

6.2 *Change Proposal*

6.3 Relevant documents as endorsed for People and Culture use.

7 DEFINITIONS

7.1 For the purpose of this Procedure, the following definitions apply:

7.1.1 ***Affected Employee(s)*** means the employee(s) who may be affected by a Major Change, or Changes to Regular Roster or ordinary hours of work.

7.1.2 ***Changes to regular roster*** means changes to an employee's regular roster or ordinary hours of work, except where an employee has irregular, sporadic or unpredictable working hours.

7.1.3 ***Consultation*** means discussing the introduction of change with the employees and their representatives, seeking their views about the changes and giving them a bona fide opportunity to influence the decision-maker. Prior to making a final decision, the University will give genuine consideration to any matters raised by employees and their representatives about the decision, including without limitation whether or not to proceed with the change as well as any matters raised about implementation.

7.1.4 ***Definite Proposal*** means the University has made a decision to change in the context of this policy, though no final decision will be made until consultation on the change occurs with affected employees. It is not a final decision. The final decision about a change will not be made until after consultation has occurred.

7.1.5 ***Delegate Authority*** means the delegated authority or nominee as provided within the University's Schedule of Delegations.

7.1.6 ***Employee Representative*** means a person or organisation nominated by an employee or group of employees, if they so choose, to act on their behalf. An employee representative cannot be a person who is currently a practising solicitor or barrister except for those employed by a registered employee association.

7.1.7 ***Major Change*** means a workplace change to production, program, organisation, structure, or technology in relation to the University which will cause potential redundancies, and the major change is likely to have a significant effect on employees of the University.

7.1.8 ***University*** means The University of Notre Dame Australia***.***

Version	Date of approval	Approved by	Amendment
1	18 June 2021	Pro Vice Chancellor, People & Culture	Effective date – new Procedure.

8 PROCESS SUMMARY: CHANGE MANAGEMENT PROCESS TIMELINE

The below timeline can be used as a guide on the duration of the recruitment and selection process.

Recruitment Activity	**Duration**
Development of change proposal	Up to 4 weeks
Release of Consultation documents to employees	2 weeks
Implementation of Change – released to employees	2 – 4 weeks
Decision making period commenced (where redundancy and/or redeployment is offered)	1 week
Redeployment search period	2 weeks
Termination Notice period (payment in lieu of time service may be applicable)	Up to 4 weeks for General staff Up to 8 weeks for Academic Staff
Total duration (from start to closure of change)	**Min 15 weeks** **Max 21 weeks**