

CHANGE MANAGEMENT COMMUNICATIONS PACK

Purpose

A Communications pack acts as the control document for managing a critical change event (e.g. a collective redundancy exercise) that impacts upon employees. It is designed:

1. To ensure the systematic people management of the change event associated with a specific reorganisation
2. In a way that:
 - 2.1. Ensures a consistent process to manage large scale change
 - 2.2. Ensures accurate, consistent and regular communications by the management team at site level in line with core change themes
 - 2.3. Treats people with dignity, respect and equity
 - 2.4. Ensures that genuine and meaningful consultation is conducted
 - 2.5. Ensures “business as usual” is maintained (business continuity)
 - 2.6. Manages the rational and emotional aspects of how individuals are affected by change (through the transition curve)
 - 2.7. Ensures performance, morale and commitment are at least as high after the critical change event as they were before the event
3. So that the organisation successfully achieve its strategies.

Content

The typical content of a Communication Pack for a redundancy exercise consists of:

1. Authority
 - 1.1. This included limits and escalation procedure
2. Distribution list
 - 2.1. This should be limited to those critical to implementing the plan
3. Purpose of the project/phase
4. Day One announcement script
5. Day One announcement to unaffected sites/organization
 - 5.1. This puts controls in to handle and to minimise rumours
6. Milestone plan – dates, times, events, assigned actions by name
 - 6.1. Days 1-3 should be planned by the hour
7. Consultation procedure/process
8. Consultation scripts and plan
 - 8.1. Collective

8.2. Individual

9. Consultation Packs

9.1. For issuing to representatives

9.2. For issuing to individuals

10. Communication arrangements

11. Redundancy selection process

12. New appointment selection process

13. Numbers – current, proposed and actuals

14. Media release and contact arrangements

15. Organisation charts – current and proposed

16. Job descriptions – current and proposed

17. Contact details

17.1. For escalation, authority and clarification, including out-of-hours

18. Letters – internals & externals

19. Exit arrangements – redundancy payments, outplacement arrangements

20. Risk analysis and contingency plans and process

21. Questions & Answers.

A typical communications pack may consist of between 30 to 100 pages, depending upon the complexity of the proposal and arrangements. Complexity will depend upon:

1. The numbers of employees directly involved
2. The number of sites or departments simultaneously affected by a given proposal
3. Any intention or desire to transfer staff between sites
4. The timescales over which the transition will be managed, including any phasing
5. The greater the number of categories of staff directly affected
 - 5.1. Especially if the proposal also affects local management which is required to manage the change event
6. Other changes included in the proposal, e.g. technology, terms & conditions, etc.

Milestone Plan

Any critical change event needs to be planned in fine detail. A typical milestone plan is set out below:

Step	Event	Time (Days)	Day Start	Day Finish	Date	Comments
	Confirm Operational Plan	7	D-28	D-21		This may take longer depending upon the nature of the scheme
	Confirm financial Authority					Timing Depends upon management regime
1	Draft and authorise Communications Pack	21	D-21	D-7		
2	Authority to proceed confirmed	1	D-7			
3	Brief local Communications Team(s)	1	D-3			
4	First Collective Consultation Meeting	1	D-Day			Issue collective consultation pack May take up to 3 days depending upon change scheme and collective consultation arrangements
6	Announcement to potentially affected staff	1	D			90 day consultation and protection period commences
7	Announcement to other staff	1	D			Order: immediate neighbours of potentially affected staff; the rest of the site; then the rest of the business
8	Individual Consultation 1 (30" per person)	9	D+3	D+12		Issue 'at risk' letters and individual consultation pack including process for Counter-Proposals (CP)
9	Open for Voluntary Redundancy applications	32	D+3	D+35		
10	Close Collective Consultation (plan for 3-5 meetings)	30	D	D+30		n.b. Consultation items agreed or consultation exhausted
11	Individual Consultation 2	9	D+31	D+44		Feedback on CPs; final change decisions; final agreed Social Plans
13	Advertise any new posts (Vacancy List)	14	D+31	D+44		
12	Selection for Redundancy exercise	14	D+31	D+44		Rating and ranking of employees in the 'redundancy pocket'
14	Close applications for Voluntary Redundancy		D+35			
15	Close Vacancy List		D+44			
16	Selection process for new posts	14	D+50	D+64		May include external candidates
17	Selection decisions for new posts		D+65			
18	Compile all 'lists'	3	D+65	D+68		Retained, Transfers, Voluntary Redundancies, Exits, New Appointments

19	Individual Consultation 3	4	D+69	D+73		Advise individuals of selection decisions i.e. which list they are on Issue decision letters including right to appeal
20	Appeal period open	7	D+73	D+80		
21	Appeal hearings	7	D+81	D+88		Issue decision letters
22	Finalise all 'lists'	1	D+89			
23	Finalise and confirm operational implementation plan		D+90			Confirm redundancy date(s)
24	Individual Consultation 4	4	D+91	D+95		Issue notices of redundancy and any offers of alternative employment
25	Outplacement consultants on site	3	D+96	D+99		Presentations, registration and establishment of Resource Centre
26	Commence operational implementation plan		D+100			
27	First redundancies		D+107	D		Not before 90 days elapsed (if >99 redundancies) May be phased
28	<i>Total elapsed time</i>			<i>135</i>		<i>19 week 2 day</i>

Communications Pack Checklist

1. Preparation

1.1. Are the following underlying change messages clear, rationale and compelling?

1.1.1. Background

1.1.1.1. What is changing or has changed 'out there' that requires us to change something?

1.1.2. Rationale

1.1.2.1. The 'Why' of the Scheme

1.1.3. Overall Proposal

1.1.3.1. The 'What' of the scheme – the new set up

1.1.4. Current Arrangements

1.1.4.1. Structure, roles, duties, working practices, etc.

1.1.5. Proposed Arrangements

1.1.5.1. Structure, roles, duties, working practices, etc.

1.1.6. Impact upon Staff

1.1.6.1. Numbers, especially 'at risk'

1.1.7. Transition Plan

- 1.1.7.1. The 'How' of the change
- 1.1.8. Support for Staff
- 2. Announcement
 - 2.1. Does the announcement to directly affected staff:
 - 2.1.1. Have a clear, succinct and logical rationale?
 - 2.1.2. Clearly indicate what is actually proposed to change?
- 3. Milestone Plan
 - 3.1. Is there sufficient time allocated for the tasks?
 - 3.2. Are the sequence and interdependencies correct?
 - 3.3. Are all relevant steps included?
 - 3.4. Are tasks correctly assigned?
- 4. Resource Plan
 - 4.1. Do we have sufficient competent managers to execute the plan in the timescale?
- 5. Consultation Process and Scripts – Collective
 - 5.1. Does the process give sufficient opportunity to air concerns and counterproposals within a manageable timeframe?
 - 5.2. Are the scripts sufficient guidance to managers to ensure effective conduct of meetings?
- 6. Consultation Process and Scripts – Individual
 - 6.1. Does the process give sufficient opportunity to air concerns and counterproposals within a manageable timeframe?
 - 6.2. Are the scripts sufficient guidance to managers to ensure effective conduct of sessions?
- 7. Redundancy Selection Process
 - 7.1. Do the selection criteria allow for sufficient discrimination amongst the target population?
 - 7.2. Will these be sufficient to identify the 'top' number of employees to be retained?
 - 7.3. Can we objectively measure each of these criteria?
 - 7.4. Are there any potential 'perverse' results?
 - 7.5. Can the criteria be 'defended'?
- 8. Staff Retention and Transfer Arrangements
 - 8.1. Are these arrangements and any payments inherently logical?
 - 8.1.1. Can they be rationally and coherently explained?
 - 8.2. Will they encourage:
 - 8.2.1. Permanent transfers?

8.2.2. Temporary transfers?

8.2.3. 'Good conduct' during the continuity period?

9. On-going Communications

9.1. Who will be responsible for scripts?

9.2. How often?

9.3. Who will be responsible for delivery on messages?

10. Questions & Answers:

10.1. What issues have not been covered?

10.2. Any other questions?

Especially in the first few days, the core communications team should meet at the end of each day to review the process to date and plan and prepare for forthcoming events, seeking authority for changes as appropriate.