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### PROCEDURE FOR ORGANISATIONAL RESTRUCTURING

### Approved by: Executive Committee

### Date: 22 March 2023

1. **Introduction**
   1. Within the University it may be necessary to change how a faculty / department / school / division operates to accommodate changing priorities, operational needs, initiate new programs, enhance organisational effectiveness, and/or address budget reductions.
   2. A successful reorganisation requires preparation and planning that addresses programmatic needs, support services required to advance organisational goals, and effective workforce planning and communication.
   3. The University operates in a complex employment, statutory, regulatory, and procedural environment, therefore it is critical that senior managers involve UL Human Resources when planning proposed changes to organisational / faculty / department / school / division structures that may result in adding new positions, eliminating, or reducing existing positions resulting in reassignment, significantly changing work assignment, and/or modifying reporting relationships for current employees.
2. **Initiating a proposal for Organisational Restructuring and seeking approval**
   1. A senior manager wishing to propose an organisational restructure in their area should first have a general discussion with their Executive lead followed by a similar discussion with their HR Business Partner.
   2. Any proposal for organisational restructure should be set out in the Business Case for Organisational Restructuring template below. This business case will then need to be presented by the relevant senior manager to the HR Director and the most senior member of Academic Unit / Division (Executive Lead) for consideration.
   3. Following consideration of the proposal, the HR Director and the most senior member of Academic Unit / Division (Executive Lead) will:

* Seek further information or clarification, or
* Reject the proposal, or
* Accept the proposal in full for taking forward to collective consultation, or
* Accept the proposal with revisions for taking forward to collective consultation.
  1. If the proposal is approved by the the HR Director, and the most senior member of Academic Unit / Division either in full or with revisions, the Executive Lead will then bring the proposal to Executive Committee for final approval, in cases where the change is significant.
  2. All parties involved in the process will maintain confidentiality until such time as the proposal to proceed is agreed in full. Therefore, no discussions should take place with any member of staff during this period.
  3. Where approval to proceed has been given by the University, the relevant senior manager will establish a Project Group with a membership that is proportionate to the level of change and will agree a consultation, communication, and implementation process.

1. **Accountabilities**
   1. Overall responsibility for implementing the restructuring will lie with the relevant Executive Lead who will oversee the process.
   2. The relevant senior manager will be responsible for leading the restructuring process in their area, including identifying resource requirements, planning changes to systems/processes, and holding discussions/consultation with staff groups and individuals.
   3. The HR Business Partner will support the senior manager in planning changes that will impact on staff, and during the consultations/discussions with staff.

**University of Limerick**

**Business Case for Organisational Restructuring**

All proposals are subject to UL Policies and Procedures.

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| **Faculty / Division** |  |
| **Division/Department/School/ Sub-Unit affected by this proposed change:** |  |
| **Senior Manager:** |  |
| **Executive Lead:** |  |
| **HR Business Partner:** |  |
| **Date of Business Case:** |  |

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| **How do the proposals support the University’s Strategic Goals and Objectives?** |
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| **Overview of Department and area highlighted for change:** |
| E.g.   * How is the department organised, which area has been identified for change |

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| **What are the proposed changes?** |
| E.g.   * Current vs future * Structure charts (current and proposed) * Job Descriptions (current and proposed) |

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| **Have alternative options been considered?**  **(If yes, please specify main reasons for not using them).** |
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| **Have there been any other proposals for restructurings in this area in the past 3 years? If yes, please provide detail.** |
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| **What are the drivers for change?** |
| E.g.   * Statement of problem/opportunity/need for the change * Description of current state/ Degree of urgency * What success will look like/ what are the benefits/ opportunities |

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| **What are the issues and risks?** |
| E.g.   * Risk of change not happening * Impact on workforce and service delivery |

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| **What are the cost implications?** |
| E.g.   * Costs associated with the change – immediate and long term (investment or saving) including future staffing costs and costs of implementing change (To be discussed with Finance) |

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| **What are the systems implications?** |
| E.g.   * Consult with ITD with respect to proposed changes in the event that restructuring has an IT/Systems implication |

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| **What are the staffing implications? How many staff could be affected by the change?** |
| E.g.   * Impact on employees * Number of employees who could be at risk and the nature of their employment contracts * Number of roles removed or changed (including grade changes) * Number of new roles |

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| **Proposed process for handling staff feedback and any concerns?** |
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| **List of documents that will support this proposed change:** |
| E.g.   * Headcount and costs analysis * Organisation Charts, current vs new position * Timelines * Communication Plan * Job descriptions * List of who is involved in the process |

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| **Steps to be Taken for Organisational Restructuring** | **Target completion date** | **Actual completion date** |
| HR Business Partner identified to support development of business case with change lead and provide expertise on consultation and implementation. |  |  |
| Proposed changes discussed with Finance Business Partner. |  |  |
| Agree who else is involved in the process. |  |  |
| Case presented to HR Director and most senior member of Academic Unit / Division for information/comment/approval depending on scale of change proposed so that meaningful consultation can commence after this point. |  |  |
| Timelines and consultation steps finalised to include as appropriate:   * Consultation packs (Business Case, draft JDs, structure charts, Project Timescales, etc) * Consultation meeting timescales (group meetings and 1-2-1 meetings) * Consultation duration and how to contribute * Support for staff during consultation * Implementation plan |  |  |
| Post-consultation final business case to HR Director and most senior member of Academic Unit / Division |  |  |
| Final business case shared with Union and staff affected by changes |  |  |
| Implementation arrangements finalised including   * Individual consultation meetings, * Consultation on reassignments in line with Reassignment Policy and Procedure * Communication plans * Training and support * Contractual changes |  |  |

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| **Proposal submitted to HR Director and most senior member of Academic Unit / Division** |
| Date:  Presented by: |

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| **Next Steps: Following consideration by HR Director and most senior member of Academic Unit / Division**    Date: |
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**APPROVAL**

**Director, Human Resources**

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**Signature Date**

**Executive Lead**

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**Signature / Title Date**

**Document Control**

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