

Introduction to your dealing with change toolkit

Welcome to Section 1 of your Tool Kit on Dealing with Change. Below is an overview on your role, and how to use the various parts of our tool kit to effectively organise and respond to changes at work.

CSP members face constant change to their jobs, services and working conditions. When faced with change proposals, members need to know:

- What their rights are.
- How to organise and influence management decision making.

How does it start?

Managers make changes for a variety of reasons. Sometimes they do not want to consult or they expect staff to accept a tight timeframe to consider their plans. Often the information on how the changes will work is not available or lacks sufficient detail. The checklist below gives general advice to protect members' rights. This list refers where appropriate to the other parts of this toolkit to assist you in dealing with change:

- Check your employer's management of change policy to see if it sets out what information members should get at the start of the process. Section 4, Part 2 of your toolkit provides you with a quick to read flow-chart on what your policy's main provisions should cover
- Refer to Part 1 of Section 4, for the main terms you want agreed with your managers, before they put out any proposal to restructure to your members. Use this template either as your checklist or as a

draft memorandum of understanding/agreement to achieve an effective and fair consultation process.

- Ask for a risk or impact assessment of the planned change.
- Raise any immediate glaring issues that you see from their proposal or impact/risk assessment. See section 7 - a good checklist on what to look out for.
- Written proposals should describe the rationale for change. Establish with managers that the changes improve or maintain service quality without compromising patient access (i.e. increased waiting times or distance to travel for treatment)
- Do challenge your employer if the timescale for the consultation is too short. Check your members' legal rights to consultation and information, especially if the change includes the possibility of redundancies. See Section 10, which lists relevant CSP briefings on Redundancy, TUPE and Seven Day Services for more information. Again, refer to your employer's change policy to check they are following their own procedures.
- Negotiate clear commitments from managers on how and when they communicate with you and the membership - check Section 4 for what you need.

Roles in the process

The manager's role is to present their proposals, ensure staff have opportunities to ask questions, meet with them, actively listen and adapt their plans to accommodate staff's concerns if they can. (See Section 6 for how good managers handle change).

The steward's role is to:

Ensure management are doing things properly (read Sections 4, 6 & 7)

- Arrange meetings where appropriate to support members to seek answers from their employer
- Explain to members what their rights are and how the process should work. (See Section 3 which is an advice sheet to give to your members about dealing with changes at work)
- Most importantly organise members affected by the proposed change to effectively network and agree on what they want to do about the situation. Refer to Section 2
- Work closely with safety reps around health and safety concerns (See Section 5)
- Notify your Senior Negotiating Officer if members' jobs are at risk or members want to pursue a collective grievance.

Your members' role is to:

- Review the proposals and ask questions (Give them sections 8 of our impact assessment form and section 9)
- Let you know what they think and what they want by talking to each other (Sections 3, 7 & 8).
- Work with you in developing the CSP response to your employer. (Section 9 of the kit)

Responding to the proposal

Organise members either in their services or in their bands (depending on how the proposals affect them) to impact assess the proposal. Section 8 gives you two templates, one assisting members to consider the impact on their roles and the other, sets out a SWOT analysis to help members identify the key threats and strategize how to organise themselves to begin a good counter-response. Focus your response on how the changes may affect service delivery

for patients. If staff's health, safety and wellbeing is at risk involve your CSP safety rep and ask they share their findings with you when undertaking an inspection or survey of members. See Section 5 for more information on what safety reps can do.

Meet with managers near the end of the consultation to discuss the issues before they reach any final decisions. Make it clear the purpose is to see if it is possible to reach agreement with members on their plans. Good managers will try to accommodate their staff's concerns as much as possible in their plans. They will give staff a clear written explanation for their decisions that show they considered the issues and how they will deal with them.

Ensure there is a transition plan in place before the employer makes any significant changes that affect staff and services. Staff also require adequate notice before implementation. Ideally, the CSP and manager should meet regularly to review and resolve any potential issues or problems throughout this transition.

Points to remember

- The steward's role is not to do all the work, your role is primarily about organising and co-ordinating your members to work and respond collectively when communicating with their employer.
- If members are not engaging with you or your employer - remind them doing nothing usually results in an unsatisfactory or badly thought out plan. Most often, organised members achieve concessions that improve the situation for everybody.
- Do challenge management by submitting a collective grievance, when they ignore or decline to follow their own policy; for example not giving you enough information or time to participate in their consultation process. The process matters because it ensures workable decisions get made. Ask for the status quo until the grievance is resolved. Do this regardless of whether or not you have a status quo clause in your grievance policy. When you find yourself in these situations involve your Senior Negotiating Officer as soon as you can.