

**HR Guidance**

**Guidance for managers following Organisational Change**

**Introduction**

This guidance has been outlined to support managers following a period of organisational change. This can be used in circumstances such as Reshaping, Transfers (internal and external) and new line management responsibilities.

The below table outlines key considerations for managers to assist in successful implementation and build positive relationships within new teams.

If you require any further support or guidance, please contact the People Management Team via the [People Management Portal](http://www.intouch.ccc/tools/IE8Check.asp?url=https://peoplemanagement.cumbria.gov.uk/helpdesk/WebObjects/Helpdesk.woa&alt=https://peoplemanagement.cumbria.gov.uk/helpdesk/WebObjects/Helpdesk.woa/wo/12.17.1) or on 01228 221231.

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| **Stage** | **Responsibility** | **Action** |
| Pre-handover Preparation | Old line manager | * Hand over all relevant information and brief any ongoing casework to the new manager.
* Contact ICT to change access and permissions as appropriate.
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| New line manager | * Complete the [Corporate Induction for Managers](https://cumbria.learningpool.com/course/index.php?categoryid=236) in the People Management section of My Learning and any relevant eLearning on policies and procedures.
* Attend any Management Development Programmes/Team Leader Training.
* Contact People Management for any support or advice on application of policies/procedures.
* Review management reports on People Manager (SSR).
* Develop a team induction programme.
* Contact ICT to change access and permissions as appropriate.
* Refer to County Council Manager’s Handbook
* Gain understanding of operational activities including staffing budgets and rotas, where applicable.
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| Immediate Handover | Line manager | Arrange initial meeting with each team member to discuss:* Employee’s wellbeing following change and any concerns about new arrangements.
* Employee interview feedback (if applicable).
* VIP conversations and latest summary appraisal.
* Any training/skills development needs.
* Any absence concerns including continuation with Absence and Wellbeing procedure if necessary.
* Employee passport/any reasonable adjustments.
* Any specific working arrangements.
* Holiday balances.
* Pre-employment check outcomes including DBS/Occupational Health clearance if necessary.
* Reiterate the support available and remind employee to raise any issues they may have.
* Refer to Induction toolkit via Human Resources-Recruitment, Appointment and Induction: [Induction Toolkit](http://www.intouch.ccc/eLibrary/view.asp?ID=59087) for employee induction process and checklists.
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|  | Employee | * Engage with new manager and inform them of any relevant information to enable successful transition into new team.
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| Emotional Support | Line Manager | * Communicate OH support.
* Discuss supportive measures in the workplace including coaching/mentoring.
* Signpost to wellbeing information via Employee Information Website : [VIP Guidance - Accessing Wellbeing Support](http://www.cumbria.gov.uk/elibrary/Content/Internet/536/5901/6049/43579135724.docx)
* Encourage team to raise any issues/concerns as early as possible in order to provide timely support.
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| Employee | * Raise issues/concerns at earliest opportunity.
* Be aware of personal stress/anxiety levels and seek appropriate support if necessary.
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| Practical Support | Line Manager | * Identify Training/skills needs and plan development e.g. e-learning/shadowing/meeting with key staff
* Ensure team input requested when considering options for resolving/improving any initial operational issues/problems.
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| Team Development | Line Manager | * Arrange a team building/away day
* Arrange regular team meetings and 1 to 1s to develop strong working relationships from the outset.
* Have a clear understanding of direction from senior management to cascade to team.
* Encourage contribution and involvement from team in planning team sessions/development activities.
* Utilise available tools such as those in Making Conversations Count Toolkit via Employee Information Website: [Making Conversations Count](https://www.cumbria.gov.uk/employeeinformation/vip/toolkit.asp)
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| Employee | * Engage and contribute to team events and meetings.
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| Use this space to add any other role specific actions not already covered. | Line Manager |  |
| Employee |  |