

HR & OD POLICIES

human resources and organisational development



Organisational Design Structure Review Procedure

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1. INTRODUCTION

A review is a process where the structure and responsibilities within a service area are looked at with the aim of making improvements. This is in order to provide the best service possible to meet both current and future requirements.

A series of [FAQs](#) have been compiled to help with answering questions on all aspects of the six stage review process from the start up through to consultation and finally implementation. Managers are advised to familiarise themselves with this information before they refer to the Review Start Up guidance.

Detailed below are the six stages of a structure review. This guidance will provide information to managers and employees and will give them a detailed overview of the six stages of the Review Process. There is flexibility in applying stages 1 – 3 of the process dependent on the scope, size and complexity of the review which may also impact on the time required to complete each stage. This is determined by the Service Management.

With support from HR&OD, this information will provide managers with an overall understanding of the process, enabling them to make informed decisions regarding their structure review.

2. STAGE ONE – REVIEW START UP

To determine whether to undertake a review, you should refer to the Review Consideration Sheet in [Resource pack - Stage One](#) and arrange to meet with an HR Advisor.

If it is determined that a structure review is appropriate, the Checklist will take you through each step of the process and an HR Advisor will support you in identifying the review scope, aims and objectives linking them to strategic priorities. As part of this agree a timeline detailing the targets for the main milestones of the process.

Complete a Business Case and Equality Impact Assessment (EIA). The Business Case will also identify the Review Team and Steering Group, if appropriate depending on scale, including roles and responsibilities. To help you prepare gather a staffing list and budget information for your Service.

The completed Business Case and EIA can then be used as a basis for discussion with your Service Management Team.

Communication with employees is vital throughout the process and can significantly impact upon the success of the implementation of a new structure. Discuss a communication plan for the review with the HR Advisor. This will assist you to identify the most appropriate way to communicate with employees at each stage of the process.

3. STAGE TWO – REVIEW TEAM WORK

This stage of the process is where you develop your ideas and proposals for a structure that will provide an effective service now and in the future. This work may be directed by a Steering Group led by the Review Manager and supported and facilitated by the HR Advisor. At different points during Stage Two you should update your Service Management Team, Steering Group (if appropriate) and employees. Alternatively, you may decide to work with key contacts within HR and Finance to work up ideas/proposals for your future structure. If following this route, there is no requirement to set up Steering or Review Groups.

Every structure review is different in its size, complexity and scope, therefore the amount and type of work undertaken by the Review Team can be different as well. However, as a rough guide, this stage of the process can be divided into five different phases:

1. Introductions- initial/first meeting of the review Group
2. Fact-finding
3. Analysis
4. Search for Solutions
5. Select Options

It may be possible for some of these phases to be combined depending upon the size, complexity and scope of the structure review.

Introductions - initial/first meeting

The first meeting of the review group sets the scene for the structure review and can also influence the tone for how the review will progress.

When developing your Business Case for the structure review in Stage One – you will have identified your Review Team. This group will have been selected by

identifying individuals whose skills, style, and experience are most appropriate for undertaking the structure review work.

It is important that as Chair, the Review Manager sets the scene and has a clear agenda at the first meeting so that everyone understands why they are there and what their role will be. The HR Advisor will be there to support the Review Manager and facilitate the structure review work at these and all future meetings.

The agenda for the initial meeting with a Review Group should include the following:

- Introductions Working agreement
- Ice breakers
- Explaining the review process and relevant stages
- Discussing confidentiality
- Purpose of the structure review
- Roles and responsibilities

Fact-finding

Fact-finding looks at how ways of working are currently organised so the type of information that you would be looking to gather will include;

- costs
- budgets
- types of work
- structure charts
- job titles
- working hours
- working arrangements
- partnership working
- service users
- customers

You will be looking at what is currently being done well and whether there are opportunities for improvement. It is very much just the facts, and as much information as possible should be obtained in order to support the proposals that are developed.

Depending upon the size of the review, it may be worth considering gathering information from groups of employees out with the core Review Group to gain knowledge and understanding from their perspective. This could be done in a variety of different ways including; meeting with groups or individuals, sending questionnaires, or speaking with employees informally.

Although the above may provide you with valuable information, the knowledge and understanding of the Review Group also has to be taken into consideration, and there are a range of different techniques the HR Advisor as facilitator can use with the group to gather the relevant details.

Analysis and Problem Definition

After gathering as much relevant information as possible the next phase is to consider this information and what it actually means. This may have already begun through informal discussions with the Review Team during the fact-finding phase.

This is about identifying the issues, the reasons for them and considering any underlying causes. By understanding the issues you can begin to look at how these can be changed to allow improvement in the future.

Search for Solutions

This phase pulls together everything discovered so far and the Review Group is given the opportunity to identify solutions and ideas for potential structures.

It is important to note that there are no right and wrong answers in the search for solutions, and several different options could be identified. This phase is important as it will be looking at the bigger picture.

At the end of this you may have a range of different options for potential structures. It is worth noting that depending on the size and complexity of the review it may not be possible to identify several different options and there may only be one potential structure identified.

Select Option(s)

Once potential structure option(s) have been identified they should be looked at individually to consider their advantages and disadvantages. There are a range of

techniques to assess the different options that the HR Advisor as facilitator can take the Review Team through. This will ensure that the option(s) you are putting forward to the Steering Group are viable and meet the objectives set out in the Business Case.

To ensure that options are sustainable and within budget, the financial implications of each potential structure should be calculated as far as practical by a Service Accountant. The Steering Group Update Report required to be completed for this stage of the process can be found under [Stage two](#).

4. STAGE THREE – REVIEW PROPOSALS

Once the Review Team have identified a preferred structure, the details are developed and finalised. This will include work on the following areas:

- Details of how the structure will work in practice
- Structure Charts
- Job Profiles
- Any required post evaluations carried out and finalised
- Confirmation of financial costing

Posts are required be reviewed to ascertain eligibility of whether they fall into the Basic, Standard, Enhanced or PVG categories.

You can refer at this point to the Disclosure Scotland procedure. [Disclosure Scotland](#) is a service provided by the Scottish Government to manage and operate the Disclosure Service in Scotland as provided for in Part V of the Police Act 1997.

The Protection of Vulnerable Groups (Scotland) Act 2007 replaces the Protection of Children Act (Scotland) 2003 and introduces a new scheme which affects all Council employees and volunteers who work in a position which constitutes regulated work, or in a setting which constitutes a regulated establishment, with children and/or protected adults. The membership categories are PVG Children, PVG Protected Adult and PVG Children and Protected Adult.

This is the information required to be presented to the Steering Group and Directorate Management Team (DMT) for seeking approval to proceed to consultation. The Pre Consultation Report to DMT is held within [Stage 3](#). If taking

the alternative route of working with HR and Finance key contacts to work up proposals, the information should be presented to your DMT for approval to proceed to consultation.

5. STAGE FOUR – CONSULTATION

The Consultation Template Pack under [Stage 4](#) should be used and then distributed to all affected employees and stakeholders detailing the reasons for the review, its aims and objectives, and how these have been achieved by the proposed structure. It is important that the consultation pack fully details any reductions in post numbers that may result in redundancies. The consultation pack will also include existing and proposed structure charts and job profiles for the new posts.

Consultation

The consultation period for structure reviews is twenty one calendar days (this can be shortened with agreement). During this time employees and stakeholders have the opportunity to meet to discuss the proposals, raise any questions and share their opinions and also submit formal responses.

Analysis of Consultation Feedback

Once the consultation period has concluded, the Service in conjunction with HR&OD analyse the feedback. This involves grouping the individual responses into various themes relative to the structure review. The Review Manager with support from the HR Advisor considers this feedback and will prepare responses accordingly.

The feedback will allow the Review Manager to gain a perspective of how the employees and stakeholders view the proposed changes. There may be suggestions from within the feedback that could be accommodated within the proposals.

If changes are made to the proposals following consultation, these should be discussed with the Steering Group/Directorate Management Team to identify if they are significant enough to warrant further consultation with employees.

Approval

The final phase of consultation is to present the details of the consultation feedback and seek approval to implement the new structure from the Steering Group / DMT.

Once this approval is given the consultation feedback responses and finalised structure is shared with employees and other stakeholders.

6. STAGE FIVE – IMPLEMENTATION

The Implementation Procedure has been developed to guide Services and employees through the process of implementing changes to organisational structures and to ensure a fair and consistent approach with minimum disruption to those employees affected.

This procedure is undertaken by an Implementation Panel where posts within the new structure are compared to posts within the existing structure to determine if they are a match to an existing post or a new post.

Employees are then informed of the outcome of the Implementation Panel and the implications for them individually.

Employees are given the right to appeal this decision and it is only after all appeals have been heard that the structure can be fully implemented.

The Implementation Procedure documentation is held within [Stage 5](#).

This provides detailed information and an HR Advisor will advise you throughout this process.

7. STAGE SIX– POST IMPLEMENTATION REVIEW

The period six to twelve months following implementation is known as the Post Implementation Review stage and at an agreed date during this time the Review Manager and the HR Advisor meet to discuss the effectiveness of the new structure after it has had time to bed in. Consideration is given to areas that may require slight changes or further investigation. The Lessons Learned report can be found under **Stage 6** Post Implementation.

For further advice and guidance on any of the above please contact [HR&OD](#).

Organisational Design Structure Review

Index of Documents

Procedure

Revision Date	Previous Revision Date	Summary of Changes
-	-	Creation of all documents
01-09-2012	-	Redesign of layout of procedure
10-04-2013	01-09-2012	Amended Disclosure Scotland information
24-08-2015	10-04-2013	Format update
19-12-2019	24-08-2015	Amended wording to introduction to incorporate flexibility within early stages
15-11-2021	19-12-2019	HR Manager to replace Head of HR&OD for appeals