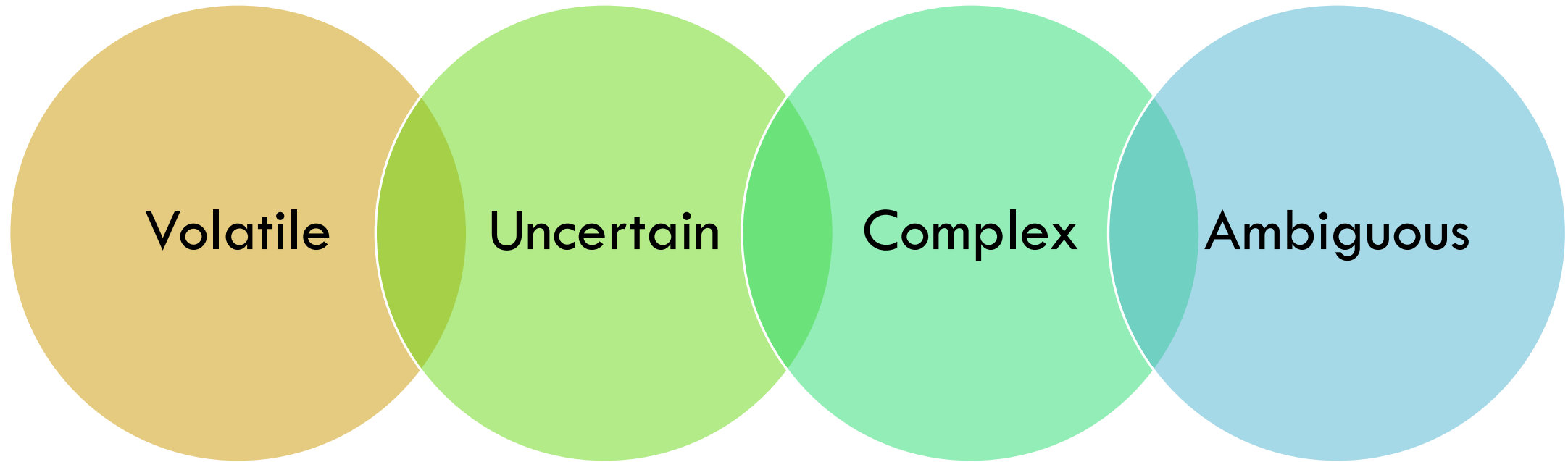


MANAGING PEOPLE THROUGH UNCERTAIN TIMES

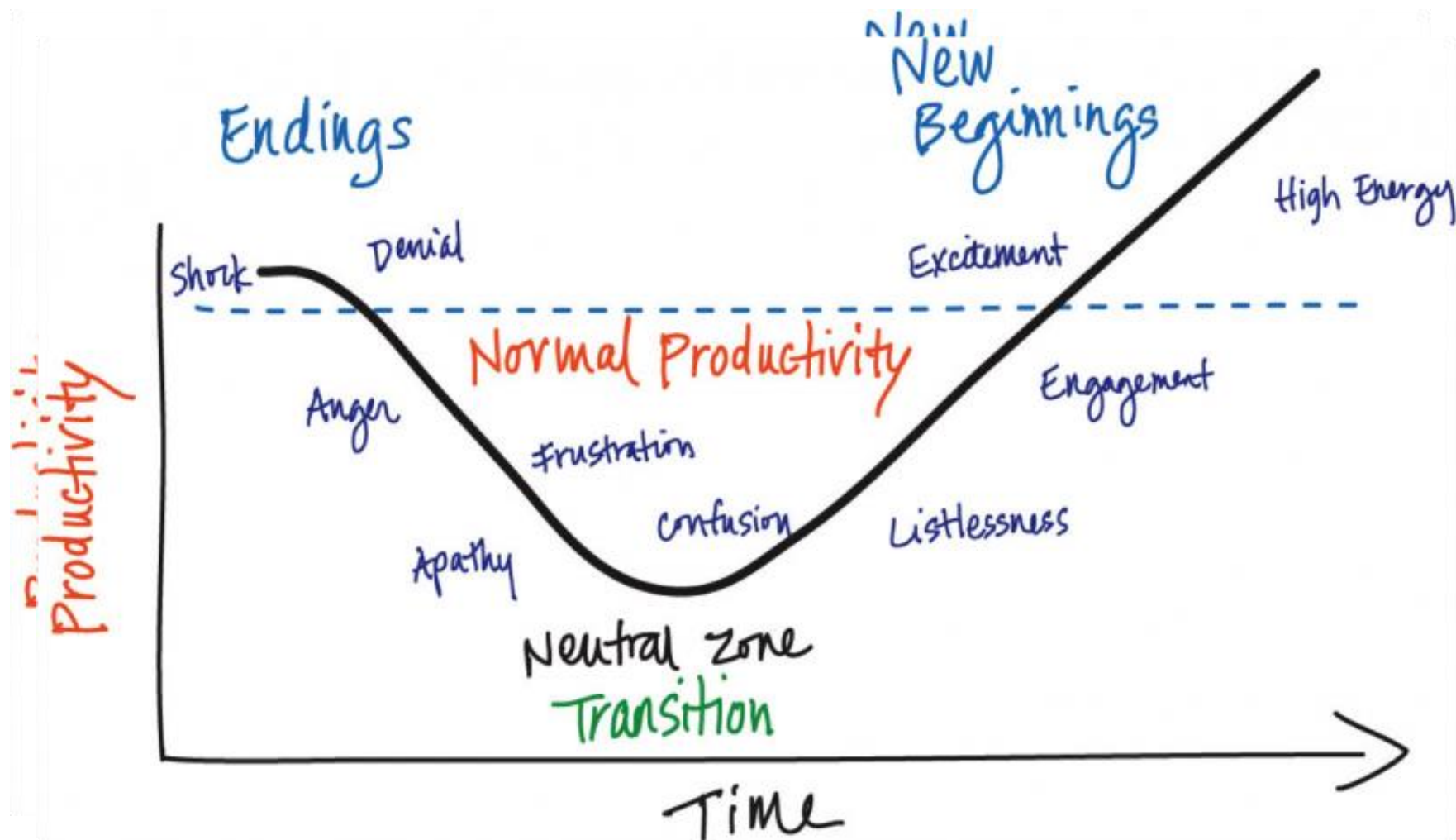
South East Museum Development
Programme

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The context!

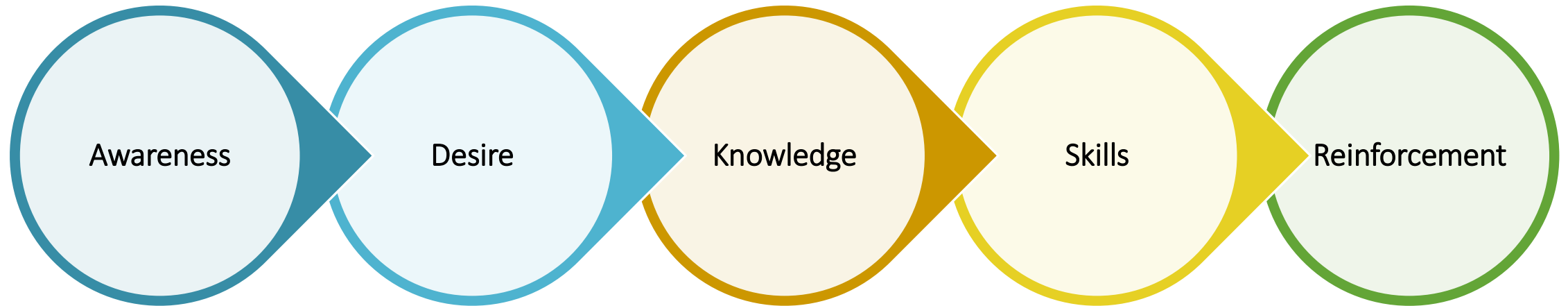


How people experience transitions.



Transition curve, Bridges, 1979

What people need during transitions.

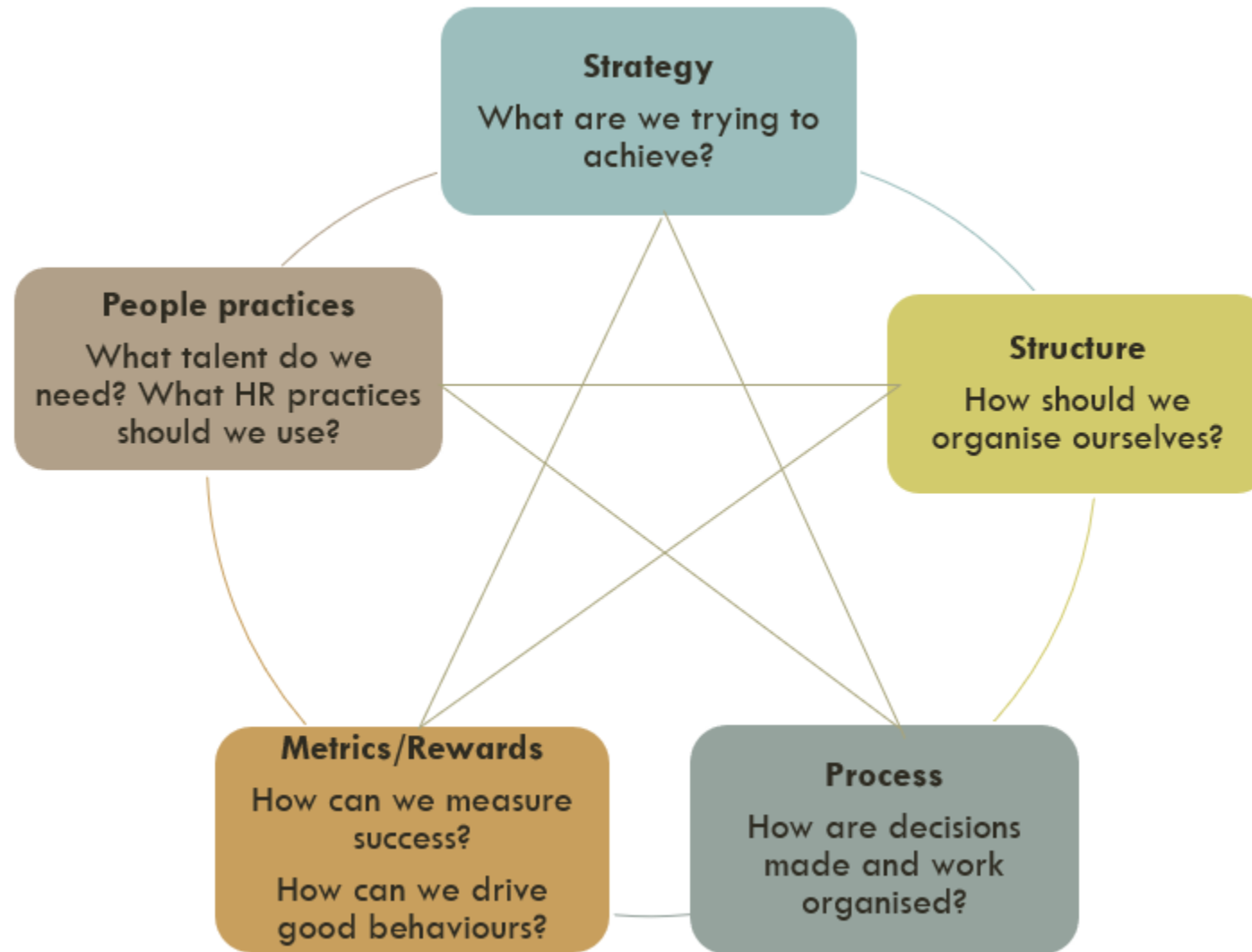


The Prosci ADKAR model, © Prosci Inc.

Practical steps to lead people through change.

Awareness	Desire	Knowledge	Ability	Reinforcement
<ul style="list-style-type: none"> ✓ Clear plan for the future that you can share ✓ Communications plan about any changes/transitions ✓ Provide access to business information and evidence to support the need for change 	<ul style="list-style-type: none"> ✓ Sponsorship of the change by leaders ✓ Help managers to lead changes with their people ✓ Change impact assessment ✓ Consultation 	<ul style="list-style-type: none"> ✓ Training ✓ Job aids ✓ One-to-one coaching ✓ Peer support and forums 	<ul style="list-style-type: none"> ✓ Day to day involvement of managers ✓ Employee experts ✓ Practical training ✓ Feedback opportunities 	<ul style="list-style-type: none"> ✓ Leadership role modelling ✓ Employee feedback ✓ Recognition

Staff structure principles.



The Star Model TM, J.R. Galbraith

Covid-19 staff planning: factors for consideration.

Income and costs	Operational needs	Staff wellbeing and risk management	Contingency planning
<p>Income projections</p> <p>Cost projections</p> <p>Salary bill:</p> <ul style="list-style-type: none">• Impact of furlough• NMW (c. 4 – 6% in last 3 years)• NI and pension contributions	<p>Current model vs new operational requirements:</p> <ul style="list-style-type: none">• Changes in opening hours• Changes in delivery model• Impact of return from furlough	<p>Impact of actions needed to mitigate risk to staff and volunteers, e.g.:</p> <ul style="list-style-type: none">• Limiting numbers• Staggered working hours• Shift ‘bubbles’• Remote working• Identifying ‘at risk’ employees	<p>Possible scenarios e.g.:</p> <ul style="list-style-type: none">• Local restrictions or closures• Staff/volunteer outbreak• Winter second wave• Other?

Managing changes to staffing and salary bills.

Option 1: External salary bill funding

- **Role specific funding e.g.**
 - Apprenticeship support (£1,500 – £2,000 for each new apprentice employed)
 - Internship funding (e.g. university schemes)
- **Recovery grants and loans – national, local and commercial schemes**
- **Project grants**
 - Is the person right for the new role?
 - What training or support might they need to transition?
 - What will happen at the end of the project?
 - What options do you have for funding this or the previous role in the long term

Managing changes to staffing and salary bills.

Option 2: Internal re-organisation



Managing changes to staffing and salary bills.

Option 3: Redundancy

When is this an option?

When the job the individual is doing is no longer needed, as a result of:

- A change to some or all of what the organisation does
- A change to how the organisation works (e.g. new technology)
- A change in location of the organisation
- Closure of part or all of an organisation

When alternatives to redundancy have been explored and are not feasible

Redundancy and coronavirus: key considerations.

Redundancy situations

- Employees can be made redundant whilst on furlough, but...
- Redundancy may constitute unfair dismissal if the employer hasn't explored alternatives, including furlough
- There's a grey area for redundancies made during furlough

Redundancy consultation

- May need to take place remotely
- Remote accompaniment
- Extra time for logistics
- Collective consultation and appointment of representatives

Redundancy selection

- Furloughed staff have the same employment protections as non-furloughed staff
- Using furlough as a selection criterion is problematic

Redundancy pay

- Redundancy rights are not affected by furlough
- Redundancy pay will be based on normal salary
- Furloughed employees are entitled to statutory notice periods and statutory pay during this period is at normal salary

Resources.

Subject	Resource
ADKAR Change Management resources	https://www.prosci.com/adkar/adkar-model
Changing employment contracts	https://www.acas.org.uk/changing-an-employment-contract
Lay-offs and short time working	https://www.acas.org.uk/lay-offs-and-short-time-working
Managing redundancies	https://www.cipd.co.uk/knowledge/fundamentals/emp-law/redundancy/factsheet https://www.acas.org.uk/manage-staff-redundancies
Redundancy and coronavirus – key considerations	https://www.cipd.co.uk/knowledge/fundamentals/emp-law/redundancy/coronavirus-guide
Coronavirus grant finder	https://www.grantfinder.co.uk/coronavirus/
Apprenticeships funding	https://www.grantfinder.co.uk/coronavirus/post-covid-funding-for-employers-to-hire-apprentices/