# Process Map: Establishment Review (March 2022)



**Activity 1:** **Discuss proposed change with Strategic Partner**

**Who:** Line Manager; Strategic Support

**Commentary:** The start point for this process would normally be that a line manager wishes to make changes to a job description and those changes may (a) impact the grade of the role and/or (b) impact other roles within the department. This process is focused on the requirements of the role/the department not the individual. This is not about a promotion process for individuals but ensuring the right structure is in place with regards to roles and their level. If the proposal represents a change of 20% or more to the job description it will be required to be submitted through the Establishment Review process. If not it will be managed by the Line Manager through the ‘Minor Change’ process. Formal consultation is required for all changes of 20% or more. Consultation will be managed by Strategic Support and begin once the Establishment Review and Job Evaluation process have been completed.

**Activity 2:** **Review and approve application**

**Who:** Head of Department; Department Operating Manager

**Commentary:** The department must review and approve the application, including the financial aspects of the proposal. This approval will normally be undertaken by the HoD and DOM (or their equivalents). No formal approval step is included within the application process workflow. The person submitting the online form will be asked to provide the name of the manager(s) within the department who have approved the application.

**Activity 3:** **Submit Establishment Review application**

**Who:** Line Manager; [S] HR Portal

**Commentary:** All requests submitted to the Recruitment & Progression Team in advance of the meeting by the appropriate deadline and in the correct documentation.

**Activity 4:** **Process application**

**Who:** Recruitment and Progression Team; [S] ICIS

**Commentary:** Establishment Review Panel meetings will be arranged on a rolling basis and publicised by the Recruitment & Progression Team. When submitted, all proposals will be reviewed in advance to ensure they have completed all the relevant paperwork to be considered by the Establishment Review.

**Activity 5:** **Senior Manager presents case to panel**

**Who:** Senior Manager

**Commentary:** The Manager making the proposal will be invited to present their case to the Establishment Review Panel and respond to any questions.

**Activity 6:** **Establishment Review Panel consider application(s)**

**Who:** Establishment Review Panel

**Commentary:** The Establishment Review Panel will be chaired by the appropriate Senior Manager e.g. Faculty Operating Officer (FOO). The membership of each Faculty committee will be decided by each committee chair, and can be rotated, subject to the following minimum criteria:

* Minimum of four senior managers/HODs
* HR Strategic Partner
* Member of Recruitment & Progression Team

The role of the Establishment Review Panel is to discuss the request and agree outcomes requested. The panel should review the business case to ensure it is feasible, realistic, in line with the Faculty Strategy and structure, doesn’t create any duplication of work/role.

As this process does not involve submissions from individuals there is no appeals process. The Establishment Review group may, however, ask for the submission to be resubmitted with further information or changes following feedback from the group.

The Recruitment and Progression team will be responsible for administering the Establishment Review process. A written record of each meeting should be taken, clearly outlining any decision taken and additional actions or information required.

**Activity 7:** **Job Evaluation process**

**Who:** Job Evaluation Panel; Recruitment and Progression Team

**Commentary:** The Establishment Review Panel is not expected to evaluate any job descriptions and/or sign off a grade. This will be done later by the appropriate Job Evaluation Panel.

**Activity 8:** **Inform Line Manager/Department of outcome**

**Who:** Recruitment and Progression Team

**Activity 9:** **Change management process initiated**

**Who:** Line Manager; Strategic Support

**Commentary:** The proposal should consider how individuals holding existing roles may be affected by the implementation of any new structure. HR Strategic Partners can provide support in understanding the best approach to implementing the change. All changes would need to be implemented In accordance with the College’s Change Management procedure.

**Activity 10:** **Recruitment and selection process initiated**

**Who:** Line Manager; Recruitment and Progression Team; Strategic Support; [S] TalentLink

**Commentary:** Where a proposal results in the deletion of one or more roles and/or the creation of new roles, individuals occupying the deleted roles will be considered for the new role(s). Where there is more than one individual eligible for consideration for the new role(s), the role(s) will be ring fenced and a competitive internal recruitment process will be initiated. Where a higher graded role is available that is deemed suitable alternative employment for an individual, the individual will be interviewed for the role to assess their suitability. If the individual is unsuccessful and no other suitable post is available they will be eligible for redundancy. Where no suitable candidates are identified within the existing roles/team, a full recruitment process will be initiated.

**Activity 1b:** **Manage via Minor Change process within Change Management policy**

**Who:** Line Manager

**Commentary: Proposals that are considered to represent a change of less than 20% to the job description should be managed by the Line Manager through the ‘Minor Change’ process.**

**Ongoing Activities to Support the Establishment Review Process**

**Activity 12:** Arrange Establishment Review Panel meeting

**Who:** Recruitment and Progression Team

**Activity 13:** Publicise process and meeting schedule

**Who:** Recruitment and Progression Team