**Successful Transitions: People-Centric Practices for OSU Units Undergoing Reorganization**

Organizational changes are part of the landscape of meeting the business needs at OSU. Leaders need to be well equipped to help their employees successfully adapt to these changes. Poorly executed reorganizations cause major disruptions in the workplace that can diminish employee morale, reduce employee engagement, lower productivity, and increase employee turnover (PSYRES 2011). Loss of productivity and the ongoing recruitment of new employees may generate financial losses, stress and reputational damage to the university.

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| **Some Benefits of Thoughtful Change Management During Reorganizations**   * Retention of top talent * Maintenance of employee engagement and productivity during transitions * Building of positive relationships and morale * Promotion of transparency and clear communication of university expectations * Increased accountability * Demonstrated person-centered leadership * Reduction of employee turnover * Cost savings |

**Ongoing Communication and Planning**

Before undertaking a reorganization, please consult with Human Resources Strategic Partners (<https://hr.oregonstate.edu/about-us/hr-staff-directory#hrsp>) or Employee & Labor Relations ([employee.relations@oregonstate.edu](mailto:employee.relations@oregonstate.edu)). This should take place prior to any discussions with employees or implementation planning related to their positions.

While change management methodologies differ, effective plans typically include the following:

* Clearly outlined purpose and goals for the transition, including how success will be evaluated.
* A communication plan that includes ongoing, inclusive opportunities for those impacted to provide input in advance of changes, and how news of the changes will be communicated to stakeholders and administrators.
* A review and inclusive discussion of expected changes in work flow, processes, and service, to include at what stages during the reorganization they may occur.
* Consideration of changes in funding streams for all restructured or new units.
* A review of how positions may be impacted. Your HRSP and Classification & Compensation ([classification.compensation@oregonstate.edu](mailto:classification.compensation@oregonstate.edu)) can help you evaluate any changes that are needed. This includes forethought regarding the effects of any proposed changes to employee benefits and/or classification.
* Consideration of team members’ professional interests, skills and areas of development, performance, and potential, as well as how these coincide with organizational needs.

**Transition Management Support**

All plans to address organizational change should provide information about how supervisors, employees and students will be supported through the transition. Change is an ongoing process that requires support and reinforcement. Each person will have their own unique response over time. Some OSU resources include: Supervisor and leadership training provided by the Leadership Development Project, UHR (<http://hr.oregonstate.edu/parent-unit/leadership-development-project>); individual and supervisory assistance via Employee Relations (<http://hr.oregonstate.edu/about-us/detailed-unit-listing/employee-and-labor-relations>); and individualized and group support on conflict management and transition management through the University Ombuds Office <http://oregonstate.edu/ombuds/>.

*Additional Resources:*

Managing Transitions: Making the Most of Change, by William Bridges

Exploring the Link Between Restructuring and Employee Well-Being: <http://archiwum.ciop.pl/zasoby/PSYRES_book.pdf>

The Change Cycle: <https://changecycle.com/change-cycle/>)