

**STRICTLY PRIVATE AND CONFIDENTIAL**

**Case for Change for ULSB**

**ADDENDUM**

**FINAL POSITION MAY 2021**

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## 1. Introduction

This document sets out the final position to the case for change as a result of the feedback received from the collective and individual consultation meetings up to and including 27 April 2021 and outlines the next steps in the implementation process.

## 2. Summary of Feedback Received and Responses Provided

The key themes of the feedback along with the responses to these were outlined in the presentation to staff at the collective consultation meetings held on 16 and 17 March 2021 and were detailed in the addendum to the case for change, which was emailed to all staff on 30 March 2021.

## 3. Additional Feedback since the second collective meeting

Since the last collective meetings held on 16 and 17 March, we have received further feedback including a counter-proposal from the at-risk staff. This was considered but has not been taken forward.

## 4. Revision to the Business Case and Rationale

### Vision

To establish the School of Business as a sector leader with a strong sense of social purpose and enterprise whose citizens drive positive impact around the world.

To be a credible champion of business, economics, finance and management research, teaching, impact and engagement and one that offers a compelling challenge to other business schools.

### Proposed Changes

Disinvest from research and scholarship in critical management studies and political economy to refocus research within the School and introduce significant coverage of subjects currently substantially or completely neglected (such as data analytics, operations, leadership and entrepreneurship).

To rebalance the range of research and scholarship that benefits from multiple theoretical perspectives and varied methodological approaches.

### Changes as a result of Consultation

In response to feedback received during the consultation process, three main actions were taken: clarification was provided on the definitions used to determine the area for disinvestment, namely Critical Management Studies and Political Economy; the initial screening exercise of all 66 staff in ULSB was repeated to ensure that no individual who met the initial screening criteria was omitted from the redundancy pool and a Review Group was formed to consider the research profile of each individual in scope.

No further individuals were added after the rescreening. The Review Group was tasked with considering, reviewing and recommending outcomes in the individual cases for all staff at risk of redundancy in the case for change in ULSB. The Group was responsible for coming to a final assessment of whether the individual members of staff are conducting research primarily in areas not aligned with the School's future direction (as proposed in the Case for Change), namely in the areas of Critical Management Studies and/or Political Economy (using the definitions supplied) and/or in other areas of research that are not aligned with future strategic direction.

The group reviewed materials pertaining to each case including a proforma outlining the profile of each individual detailing findings of the screening exercise, notes from the first individual consultation plus any new evidence supplied and details from IRIS. The group worked to specific Terms of Reference and Points of Principle as well as providing clarification on the use of the word primarily for the purposes of the case for change. As a result of the deliberations of the group, the pool of those at risk of redundancy was reduced.

As a result of the second individual consultations, further consideration was given to the final pool. In addition, a redeployment opportunity (grade 8, 1.0 FTE, teaching focussed lecturer) became available and applicants at risk were prioritised for this post.

## **5. Impact on Staff**

At the beginning of the consultation process sixteen members of staff were scoped in to the Case for Change and put at risk of redundancy.

Of those, four were removed from the at risk pool following the consultation process. Of the remaining twelve, nine were issued with notice of redundancy

## **6. Implementation**

The six new posts outlined in the initial Case for Change will be advertised imminently with a proposed start date of 1<sup>st</sup> September 2021 for all posts.

Meetings will be held with PhD students impacted by the Case for Change and a proposed route forward established in all cases.

Workload will continue to be managed in the normal manner, with discussions between Department/Division Heads and the Deputy Dean planned imminently.