

Developing an Effective Business Case for Organizational Changes Procedure

Supplemental to the Displacement Policy.

Published Month XX, 20XX

Purpose

These guidelines provide Human Resources Consulting Partners (HRCs) with parameters that will assist them in consulting and documenting displacement or reorganizational activity in an effective manner.

All displacement and reorganizational decisions are made by the business leaders with critical consultation from human resources. For significant reorganization activity, even if a selection process or displacement is not required, the HRC is responsible for the documentation of the business case as outlined in the [Reorganizational Activity Without Displacement \(PDF\)](#). The [Business Case Reorganization or Reduction in Force Template](#) (referred to as business case template) describes the business rationale for the restructuring, realignment, or reduction, and, if applicable, outlines the selection process(es) utilized. It provides important details about the alternative strategies considered, the job functions that are necessary for the impacted group going forward, the positions impacted and their locations, the management team responsible for the decisions included in the displacement selection process, and defines and describes the pool of team members who will be included in the selection process (candidate pool) .

Areas Primarily Affected

The areas primarily affected by this procedure are those that draft, review and approve business cases that document organizational changes that include the elimination of roles to meet a business need. The areas include:

- Employee Relations Displacement Program Consulting
- HR Consulting
- Sr. HR Business Leaders

Process Overview

Business Case Process

The Human Resources Consulting Partner (HRC) actively engages with the business decision maker to discuss and refine the reorganizational activity and business rationale for change and then drafts the business case template. The Displacements Program Consulting (DPC) team is a team of centralized Employee Relation Senior Consultants (ERSC) that provides strategic consulting to the HRC while assuming a governance and oversight role to minimize any risk associated with the proposed rationale and approach. If the HRC has questions related to reorganizational or restructuring activities while drafting the business case, including mapping or selection guidance, he or she should request a pre-consult through the (link to the new business case repository).

Once the initial consult is complete, the HRCP will draft the business case. When completed, HRCP ensures the following documents are attached to the (link to new business case repository): the business case, the decision maker roll up roster, candidate pool roster(s), the Selection Details Template(s) (if applicable), and the E&E New Job Form (if applicable). The DPC ERSC reviews, consults, as appropriate, and approves the business case. The HRCP secures the appropriate LOB managers final approvals and uploads those approvals to the (link to the new business case repository). Once approved, Displacement Services retrieves the documents from the (link to the new business case repository) for record retention.

Business Case Template Overview

Requirements

All fields on the business case template must be completed for situations in which a job elimination or substantial position change results in displacement of a team member (s). Failure to complete required fields may result in unnecessary delays in processing the business case.

Some fields/sections are not required for non-displacement activity organizational changes. In the document, it is noted if a field/section is not required for non-displacement organizational changes.

There is a [sample business case](#) on HR Central which provides an example of each of the components outlined below.

Section 1

Reorganization/Displacement Introduction

This section provides the basic information for the foundation of the business case as well as information related to state and federal laws and programs. This section needs to be completed in its entirety. This section includes contact information, type of reorganization/reduction in force, location details, and accounting unit to charge severance benefit (if applicable).

Section 2

Reorganization/Displacement Information

The HRCP, in consultation with the LOB leader, develops the business rationale for the displacement activity. Some of the sections in the business case template contain questions that should be considered and addressed as applicable while completing the document. The business case template should explain the overall strategy, group's role, current and future organization structure, what jobs are currently in the organization, and what positions may no longer be needed in the future. In the business case template, there are suggested questions in some of the sections to assist in gathering and documenting information. These questions are the minimum information required, but the business case template should include all relevant details that tell the story and explain who, what, why, and how of the recommended change.

Division and Organization Overview Details

The purpose of this section is to help the reader understand how the impacted group fits into the overall Wells Fargo organization as well as the group's purpose. This is a brief explanation starting with the company's division, then the organization within the division, then the group within the

members who will be included in the selection process (candidate pool). The questions detailed in the business case template should be addressed in addition to all relevant details that tell the story. If the case involves posting a new position, pooling, or mapping of positions, this should be explained in this section as well. For assistance, refer to the mapping guidelines and [Selection Guidelines for Displacement Activities](#).

The first step to define the candidate pools in an organizational unit is to look at positions with the same job title and similar job functions. Other considerations may include location, shift, or other defining factors identified in the Business Case.

- Begin by looking at positions in the same job title. Consider whether any of the positions in the same job title actually have distinct/different specialized functions or are performing substantially similar job duties.
- Look at positions in similar jobs. If positions in different job titles are performing substantially similar job duties, the candidate pool may be made up of positions across the similar jobs.
- Look at the description of the organizational unit in the Business Case. This description will guide the definition of the candidate pool. The characteristics that are used to describe the organizational unit that is being examined for displacement activity should guide the definition of the candidate pool.

Managers are also often unsure when deciding whether to post new positions or to simply map incumbents into the roles. A [New Job Form-E & E 2020](#) has been created to assist in this decision-making process. HRCP (in consultation with DPC ERSCs and Compensation consultants) will help managers evaluate appropriate job titles and levels. DPC ERSCs will also ensure decisions are in alignment with selection guidelines.

If there are single incumbent elimination(s), a high level overview will be included in this section. The next section specifically addresses Single Incumbent Role Elimination.

Single Incumbent

Single incumbent displacement occurs when one team member in the business group is in the identified impacted job title and is performing unique job duties. The job duties must be evaluated to determine if at least 80% of the job duties are unique to the identified team member.

If the case contains a single-incumbent role elimination, this section will need to be completed. The questions detailed in this section will help the HRCP consider some of the required information for a complete business rationale for a single incumbent. The [Single-incumbent Displacement Review & Analysis](#) should also be consulted when completing this section of the business case template.

Single Incumbent eliminations cannot be used in lieu of managing performance. All Single Incumbent displacements require an escalated review.

(This field does not apply to non-displacement organizational changes or cases that don't contain single incumbent eliminations.)

Key Business Goals

This section is a summary that pulls together the prior information in the business case template in an effort to explain how the changes impact the Key Business Goals. To do this, describe how the organizational change that is being recommended (Reorganization/Displacement Details section) will address the factors causing the current business concern (Changes to the Group/Team). It is important to explain how the recommended change will support business objectives that are already outlined in the case.

Current and New Organizational Structure

This section depicts the before and after of the impacted group. Based on the information included in this section, the reader should have a visualization of an organization chart. While organization charts

can be attached in this section as a supplement, the charts can't replace this information. The business case template is a self-contained document.

This section should capture the entire impacted group, however, if there is a very large reorganization, go to the level of the organization where the impacts exist.

Before and After Data

The Before and After Data table is another visualization of where the impacts will occur. At a minimum, the reductions and the additions must be shown. If it helps to clarify the rationale, the entire group can be included, including the positions that won't be impacted.

The data in the table should match the roster that was provided by Displacement Operations; the information from the previous sections of the business case template, including the Current & New Organizational Structure; and the information in Section 3, Candidate Pool and Selection Process. Inconsistency between the sections will likely cause confusion and potential delays.

(This field does not apply to non-displacement organizational changes.)

Alternative Strategies Pursued

It is critical to outline the efforts made to avoid or minimize the reduction in force. These efforts could include minimizing managed resources, minimizing overtime usage, relocating team members, and attrition. If there are currently team members in the candidate pools who are on a leave of absence, this should be documented as part of the alternative strategies pursued. It is important to demonstrate that the company has taken action to avoid reduction of positions even if the actions taken were unsuccessful. To assist, this section contains a link to pre-approved common language for various scenarios.

Consult with LOB Manager on recommended alternative strategies. Items to consider:

- Ending work assignments for managed and non-managed resources
- Ending work assignments for flexible team members
- Team members on leave without job reinstatement protection
- Temporary voluntary reduction of hours or shifting volume or work
- Relocate resources to other parts of the company

(This field does not apply to non-displacement organizational changes.)

Pre-Notice (if applicable)

Pre-notice refers to providing affected team members with verbal notice of potential or pending displacements before the official, written Notice Period. Pre-notice is not the same as communicating an Organizational Change Announcement.

Generally, pre-notice is communicated due to a pending selection process (i.e. Structured Interview, Weighted Candidate Comparison) or to allow the business to be transparent about the timing (i.e. site closure, function relocation). Pre-notice always needs formal exception approval to proceed. It is important that the rationale for the pre-notice request and the date are provided. To assist, this section contains a link to pre-approved common language for various scenarios.

(This field does not apply to non-displacement organizational changes.)

Additional Considerations

Since there is consultation work that is done outside of the preparation of the business case template, it is important to also describe the additional considerations. This includes describing, for example, the communication plan, transition of work, timing, and Wells Fargo Employee Assistance Consulting team involvement. To assist, this section contains a link to pre-approved common language for various scenarios.

Oversight of these Procedures

Accountability

The following roles provide leadership and oversight of these procedures, as defined in the [Policy Management Policy](#):

- Executive officer: Head of Human Resources
- Policy director: Head of Employee Relations
- Policy manager: Employee Relations Leader

Oversight

Oversight of these procedures is established in the Displacement Policy.

Related Information

Related Policies or Resources

[Business Case Reorganization or Reduction in Force Template](#)

[Reorganizational Activity without Displacement](#)

[Sample Business Case](#)

Mapping Guidelines

[Single-incumbent Displacement Review & Analysis](#)

[Business Case Collaboration Site](#)

6.2. PATH CONTRACTED TASKS

This section provides a summary of the activities that were specifically contracted to PATH as part of Stage 3 of the I-15 demonstration project. PATH's involvement was essentially to provide technical support and guidance to other project team members upon their request. PATH was not assigned the lead of any of the project tasks, nor the preparation of any of the deliverables listed in Section 6.1.

Below is a summary of PATH's contracted tasks:

- **Task 1- Project Management**
 - Provide support for the development of the Project Management Plan (PMP) and Systems Engineering Management Plan (SEMP)
 - Provide support for the production of quarterly and annual progress reports to be submitted to the USDOT
 - Produce support for the development of the final and draft versions of the Project Report to be submitted to the USDOT
- **Task 2 – Refinement of System Requirements**
 - Participate in System Requirements Walkthrough meeting
 - Participate in the review of the System Requirements Specification document
 - Participate in the review of the Concept of Operations document
- **Task 3 – System Design/Build**
 - Contribute to the design of the Decision Support System (DSS) and Traffic Prediction Tool (now called the Real-Time Simulation System and Network Prediction System)
 - Provide assistance with the development of system design documents
- **Task 4 – System Testing**
 - Provide assistance in the execution of test readiness reviews and the production of test reports
- **Task 5 – Training**
 - Provide assistance in the execution of ICMS training needs analysis, design of the training program, development of training material, and implementation of training program
- **Task 6 – Operations and Maintenance**
 - Provide assistance in the evaluation of ICMS training program
 - Help team members analyze ICMS operations and maintenance needs
 - Help develop the Operations and Maintenance Plan
 - Help develop the Operations and Maintenance Report
- **Task 7 – Participation in the Analysis, Modeling, and Simulation of the ICMS**
 - Help develop the pre-deployment and post-deployment plans
 - Help develop the pre-deployment and post-deployment plans site data collection plans
 - Help collect the “before launch” and “after launch” data



July 19, 2010

MEMORANDUM FOR CHIEF ACQUISITION OFFICERS AND CHIEF INFORMATION OFFICERS

FROM: Daniel I. Gordon
Administrator for Federal Procurement Policy

Vivek Kundra
Federal Chief Information Officer

SUBJECT: Improving the Accessibility of Government Information

The President identified transparency, participation, and collaboration as the principles of an open government in his January 21, 2009, Memorandum on Transparency and Open Government¹, which requires that government information and data be accessible to all citizens. To ensure that persons with disabilities have equal access to their government, agencies must buy and use accessible electronic and information technology (EIT), as required by Section 508 of the Rehabilitation Act of 1973 (29 U.S.C 794d), as amended.

For example, accessible EIT allows a person who is blind or visually-impaired to consume information on an agency's website; a federal employee who is deaf or hard of hearing to access an agency's webcast training; and an individual in a wheelchair to make photocopies. While some agencies have made progress in this area, all agencies must make accessibility a cornerstone of their open government plans. The purpose of this memorandum is to make agencies aware of existing resources and direct agencies to take stronger steps toward improving the acquisition and implementation of accessible technology.

Increasing Awareness of Responsibilities and Requirements

Building and maintaining an accessible environment requires that the information technology and acquisition communities partner when developing, procuring, using, or maintaining EIT. The General Services Administration (GSA), as part of its statutory requirement to provide technical assistance to agencies on Section 508 implementation, has created a number of tools, available at www.section508.gov/, to help agencies to develop accessible requirements, test the acceptance process, and share lessons learned and best practices. For example:

- The BuyAccessible Wizard² helps build compliant requirements and solicitations;
- The Quick Links site³ provides pre-packaged Section 508 solicitation documents;
- The BuyAccessible Products and Services Directory⁴ provides a registry of companies and accessibility information about their offerings; and
- The Section 508 blog⁵ provides a venue where stakeholders may share ideas and success stories, or engage in conversations on improving accessibility.

Improving Outreach and Communication

Emerging technologies and the introduction of new applications can present challenges for the implementation of accessibility standards. To assist agencies:

- a) Within 180 days, the GSA Office of Governmentwide Policy (OGP) will provide updated guidance on making government EIT accessible. This guidance will build upon existing resources to address challenges, increase oversight, and reduce costs associated with acquiring and managing EIT solutions that are not accessible.
- b) Within 180 days, the GSA OGP will update its general Section 508 training to offer refreshed continuous learning modules that can be used by contracting officers, program/project managers (especially those managing IT programs), and contracting officer technical representatives (COTRs) as they fulfill their Federal Acquisition Certification requirements.

As with any requirement, agencies must monitor their accessibility performance and should consider a variety of internal controls to ensure that agency managers are accountable for providing an accessible environment. To help agencies achieve an accessible environment, the Chief Information Officers Council (CIOC) recently created an Accessibility Committee. This new Committee is collaborating with GSA, the Department of Justice (DOJ), and the U.S. Access Board. Together these entities will take the following steps:

Improving Agency Accountability and Accessibility Performance

- a) In September 2010, the GSA OGP and the DOJ will issue a survey to allow agencies to assess their implementation of Section 508, including accessibility of websites and other technology used by the agencies. This information will be used by the DOJ in preparing its next assessment of agency compliance as required by the Rehabilitation Act. The CIOC Accessibility Committee will also use this information to identify best practices and lessons learned.
- b) In the spring of 2011, the DOJ will issue a progress report on Federal agency compliance with Section 508, the first since 2004. Going forward, DOJ will meet its obligation to issue a report biennially.
- c) Beginning in FY 2011, the GSA OGP will begin providing OMB a quarterly summary report containing results of Section 508 reviews of a sample of solicitations posted on FedBizOpps.gov. GSA will provide the agencies a summary of the sampling results to facilitate sharing of best practices and successes, and to address common challenges.

Citizen and employee engagement is important for understanding the needs of diverse communities and providing better solutions. Within 60 days, the GSA OGP and the U.S. Access Board⁶, in collaboration with the Chief Acquisition Officers Council (CAOC) and CIOC, will design listening sessions and will research technology solutions to facilitate such sessions. The sessions will be an opportunity for the government and interested members of the public to address concerns and propose ideas. Feedback from the sessions will be used by, and shared across, agencies to improve accessibility and usability.

Promoting equal access to government for persons with disabilities will improve the delivery of services to the public and ensure that all federal employees have the information and data they need to do their jobs. If you have any questions regarding this memorandum, please contact Karen Pica in the Office of Federal Procurement Policy at 202-395-3302 or Janice Nall in the Office of Electronic Government and Information Technology at 202-395-0368.

Thank you for your attention to this very important matter.

¹ http://www.whitehouse.gov/the_press_office/TransparencyandOpenGovernment/

² www.buyaccessible.gov

³ <https://app.buyaccessible.gov/baw/KwikLinksMain.jsp>

⁴ <https://app.buyaccessible.gov/DataCenter/>

⁵ <http://buyaccessible.net/blog/>

⁶ The Access Board is required by Section 502 of the Rehabilitation Act of 1973 to develop and maintain design criteria for the built environment, transit vehicles, telecommunications equipment, and for electronic and information technology.