

Change Plan

Created by	Sarah Chislett
Date	1 st September 2019
Version	1

Vision and Objectives
To deliver flexible working change plan within Cardiff Site. The plan should be implemented and sustained after the process has finished, the engagement from key leaders in Cardiff will help support and facilitate the
Activities to achieve objectives
Brief all stakeholders Brief all Operations managers and Team Leaders Email all agents Get all agents to submit flexible working request Upload Flexible working request to cascade Email all team leaders Complete all meetings Plan in calibration meeting Agree outcomes Deliver outcomes Send Letters
Business case
Due to client requirements we are looking to complete a full update on all flexible working applications. This is to ensure we have as many agents as possible aligned to a regular shift pattern to improve profitability, customer complaints and call waiting time. As with any change project there is risk attached, Attrition has been a key focus within Webhelp for 2 years and if we were to lose employees through this process that would have a negative impact on employee engagement and attrition within Cardiff.
People affected
Key stakeholders to this change plan would be the Head of Operations, Senior People advisor and the Operations managers. There is an increased workload for all stakeholders with the importance of having to adhere to timescales and having to update stakeholders external to Cardiff on the weekly call.
Scope of change
This change is going to affect 2 clients within Webhelp Vodafone and Sainsbury's and will be implemented into 5 different sites, Cardiff, Sheffield, Dearne Valley, Glasgow and Dunoon.
Communication strategy
The communication plan for each stakeholder is shown in the communication plan
Support to be offered
There is a 365-form offered for employees to submit question they may have; this is reviewed weekly and the questions are published through the company intranet. We also offer an

employee assistance programme which is an independent counselling service which is free of charge for employees as Webhelp fund it.

Monitoring activities

Each stakeholder is required to attend a weekly call with updated slides to be able to describe the progress that each site has made.

Success Measures

One of the key concerns was the timescales, whilst we may over run on timescales actually completing meetings, reviewing each person's flexible working and trying to get them closer to a business rotation is all successful changes within this plan.

Communication Plan

When considering who we need to communicate too it is Important to have a visual plan to keep referring too. This plan will include all stakeholders and anyone who is supporting the change, anyone affected by the change and will describe, objectives, messages, different communication routes, risks and measurements of success.

Company Profile	Webhelp is a large private sector outsourcing business, and employees over 50,000 staff across the UK, Europe, South Africa and India. We have several clients who we provide service for including Vodafone, Thomas Cook, Bright House, Sainsbury's and Sky.
Issue	We currently have a number of shifts within that sit outside of our basic hours, we need to review all flexible working requests within the Sainsburys and Vodafone Campaigns at the clients request to see if we can streamline any of these hours.
Communication Objectives	• The process to apply for Flexible working • To provide a FAQ to eliminate any concerns around the change • To give realistic responses to timescales
Audience	Stakeholders would include, Head of operations, Operation managers, HR, Planning and resource Manager, Team leaders. Affected agents who would need to resubmit their requests.
Key Message	Webhelp has been established for 19 years and has always been committed to its clients and colleagues, this business brief is to realign business expectations from our client, but we will continue to remain loyal to our employees and their needs within our business.
Communication Channels	Initial communication will be through a skype call, we will then do a collective team brief for all employees who will need to support with the change followed up with an email to all employees across Vodafone and Sainsburys. All staff have access to our whistle blow policy if they wish to make a formal complaint (This can be done anonymously if needed).
Risks	Attrition risks if people were to leave if we could not honour their shift pattern, Part time workers who need hours that are not compatible with shift rotations available. Timescales are tight to communicate the change; we will need to build momentum whilst delivering the change due to the volume of applications and the 6 – 8-week turnaround.
Measurements	There has been a form set up through office 365 form employees to submit any questions they would like answered through this change process, also drop-in sessions booked in weekly with a team leader.
Review	There will be a weekly review meeting to discuss the

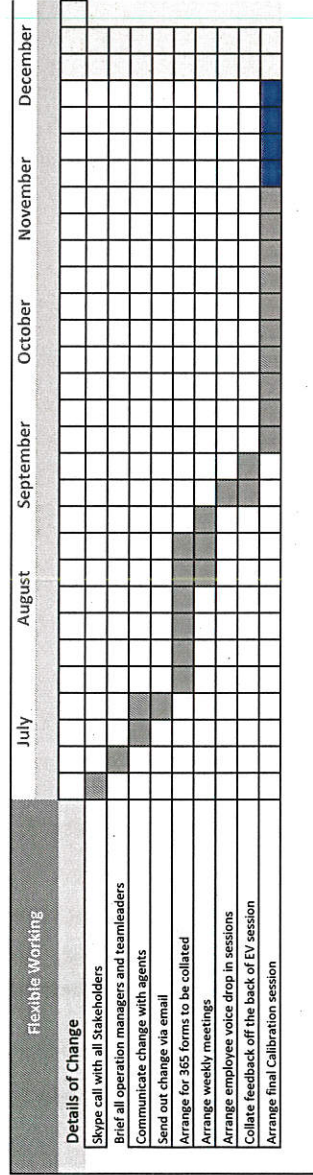
	change, talking about any concerns, questions of queries. This time can also be used to build on working for a future change work.
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The communication of this change plan will be imperative in ensuring the success of the project, as part of Kotters 8 steps (Mindtools.com, 2012) communication is key part of delivering the change ensuring that it alive within the organisation, the change plan needs to be communicated frequently and powerfully in everything we say and do to build the change into the day to day of the organisation (Appendix 19).

Stakeholder agreement will also be a contributing factor for the success, a top down approach would be instrumental in delivering this project as stakeholder buy in is essential due to the changes being made (Anderson, 2014).

CIPD state that due to change being an emotional process emotional awareness by its leaders and those designing the change is imperative to be able to anticipate and plan for individuals reactions (CIPD, 2018). With any form of change most organisations experience something known as the change curve, this is linked to Kubler – Ross grief cycle when someone goes through an event that has an impact on them they experience many emotions (Mindtools.com, 2016). When we completed the team brief after the initial skype call this is one of the key points, we relayed to our team managers to ensure they would be aware of the sensitivity of the situation.

Flexible Working Project



- Date of completion
- Project finished
- Time to communicate

Change Portfolio 2

When we started to implement the change plan it was very clear that we were following Kotters 8 steps (Mindtools.com, 2012), this was also good for us to use a guide as we had not implemented such a large change in a long period of time so to have a guide to support with this process was a useful tool. We could soon see that the timescale was going to be an issue, having some team leaders who were in charge of part time teams and a high volume of Flexible working request was clearly going to be a barrier which we had not considered. We always knew the time scale was going to be a challenge, but this required us to think how we amended the plan without effecting team leader's day to day roles and kept the focus on the employees. In one of our weekly Flexible working meetings we addressed this concern and decided that we would use one of our established Team Leaders to support the Part time team leaders to get the meetings done, this was giving him some exposure in a challenging environment to help support with his development and support for the part time team leaders and their teams to ensure the meetings were completed within a timely manner. Alongside the part time team leaders(Appendix 20) there were also a few full-time team leaders that was a little slow off the mark getting the initial meetings held which meant having to chase them up with follow up reminders to ensure this was a key priority (Appendix 21).

Another barrier was getting the actual employees to submit the forms, for some employees it was clearly important for them to be able to keep their flexible working and they submitted their forms instantly however for employees who may have been on long term sick, extended leave or was waiting for university time tables they were not as urgent to submit their request. Again, this was going to have a knock-on effect to our timescales as we could not complete the calibration meeting until all requests had been submitted and the initial meetings had been held.

As stated we had weekly meetings with myself, Hayley Thorne who is the head of operations, and all operation managers to understand where we were within the process and to discuss any complex cases which may cause an issue, as previously described we knew we had the issues with part time workers and their need to work a certain set shift. We also had some employees who was directly covered under the Equality Act 2010 such as age discrimination and disability discrimination which when then had to consider (GOV.UK, 2013). These meetings were definitely beneficial as it kept the focus on the change plan ensuring that it was a living change and not just something we have agreed to do but was doing nothing about.

When we go through a change process there are always going to be many questions and some of which we may not be able to answer, we will heavily rely on the trust culture we have built throughout our organisation when completing these change project to allow us to maintain a positive working relationship across all work levels.

Mckinsey describes his influence model using 4 blocks of change, these four blocks are role modelling, fostering understanding and conviction, developing talent and skills and reinforcement with formal mechanisms (Basford and Schaininger, 2016). When considering

this change project, we have used all four of these blocks at different stages. We also made two of our efficient team leaders change champions for this project, we felt by having these two team leaders support from both operational side and employee side it would keep employees engaged let them feel supported throughout the process. The two team leaders did weekly drop in sessions where they would answer any questions and held town hall meetings where employees could raise any queries or concerns they had about the process. During each drop in session we had Employee Assistance Programme leaflets and People Advisory Contact Details to hand out so that the agents knew who they could speak to if they had further concerns.

Once we were a few weeks into the process a team leader completed an employee voice session where she invited anyone who had gone through a flexible working change to come and have a discussion with her about the process (Appendix 22). There were only 7 people who attended this session and some of the feedback was around their needs and we helped supporting them, if they had been doing the role for a certain number of years and it had always worked why would we change it now and 3 people who actually said that they are glad we completed the flexible working process and that their shifts have been agreed for another 12 months as it gives them peace of mind with regards to their working hours. We also measured this process against and Grievances, appeals or ACAS claims that has been submitted in relation to this project and at the final stage we have 3 Appeals, no grievances and no ACAS claims. I am looking to send out a 365 form to gain more feedback from employees who have been through this process as we will be looking to review every 12 months so to have key learnings will help with future change work. Gaining this feedback is so important as feedback allows you to listen to people's feelings and assess what your steps you need to take next to ensure the success of any current or future projects (Elzinga, 2019). One of the key learnings we had to make during this project was the additional support for part time team leaders as this was not something we had initially thought about when setting up this project.

In order for us to keep up to date with this process the tracker is refreshed twice a week by the People advisory team, I then update that tracker when I have updated each agent's cascade record. I also have a tracker for myself and Hayley and the operations manager around who we have agreed/declined or referred flexible working for. I then complete weekly audits on each individual who has submitted a flexible working request to understand where they are in with the process, if they have had their initial meeting have the notes been uploaded and if they have been accepted or declined if the notes meeting has been completed and if they have been issued their letter. This allows us to have full visibility over everyone who has requested Flexible working and for us to be compliant with issuing the correct paperwork. All of this paperwork should be added to the Flexible working new screen for each individual that has submitted a Flexible working request.

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Re: for flexi working call - could you confirm? 📁 General

SC

Sarah Chislett

Thu 17/10/2019 12:31

Luana Kemp ✓

👍 ↶ ↷ ➡ ...

Hey,

I sent my update on Monday I reattached it. Meeting now moved to tmrw but hopefully will have a definitive answer x

Hi,

Update from Cardiff. There was 1 Flexible working request meeting that is still outstanding all other meetings have been held.

Calibration was held on Tuesday the 8th October when it was agreed that 19 agents request would be accepted, 11 requests would be declined and the rest was sent back for review as there was not enough questions asked during the initially meeting for us to make a decision. There has also been 6 leavers during this process which will reflect in the final figure.

There is a second calibration meeting booked for Thursday 17th October where we are hoping to be able to agree the rest of the outcomes and start delivering these to the agents.

Any Questions please let me know.

Thanks

Sarah



Sarah Chislett
Senior People Advisor

Hodge House
114-116 St Mary's Street,
Cardiff,
CF101DY.

07392273707

sarah.chislett@uk.webhelp.com

From: Luana Kemp <Luana.Kemp@uk.webhelp.com>

Sent: 17 October 2019 12:15

To: Cheryl Hawke <cheryl.hawke@uk.webhelp.com>; Christopher Stewart <christopher.stewart@uk.webhelp.com>; Luana direct reports only

Stakeholder	How many were due to have commitments delivered?	How many have received commits?	Accepted		Declined		Appraised		On Hold		Maternity		US		Lower		How many do we have not acting out meeting times?	How many cases do we see pronounced high risk/risk of escalation as part of their hours and declined and no shift pattern to band into	A03
			Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage					
EXAMPLE	100	70	10	14%	20	29%	25	36%	15	21%						10	9	N/A	
CHAROFF VOGAONE	60	60	24	40%	10	16%				18%	300%	5%			10/5 of these have left the business and 5 were withdrawn from the process)	16%		We have completed the original plan for FWR for agents not on support, there also been advice requests that have come in off the back of this process. We have a final meeting on 28/10/23 when we will start delivering the outcomes of the 16 FWR.	
KLIMASHKO VOGAONE		36	5	14%	6	17%	2	33%	25	69%	2	#N/A(0)	2	#N/A(0)	13	#N/A(0)	0		There was originally 64 employees to communicate to however 6 employees were already on the BAU rotation. The leavers indicated have all left prior to the commits and are not related to the process. Those that are currently on hold are yet to have received their outcome.
SV VOGAONE	63	24	14	58%	2	8%	0	0%	0	0%	3	13%	1	4%	4	17%	0	0	We also have 15 on the original list that are either under 18, On Flex Contract, or skills specifically set up to support layout by the Ops Manager
	21	13/5 still in the business	0	0%	0	0%	0	0%	6	26%	2	0	1	0	7 leavers including 1 transfer to Chesterfield)	33%			Following a number of meetings with planning, the hope is to have final decisions for leave by close of play W/C 28/10/23. 6 agents to speak to (on hold) due to finishing but will be picked up in the next week. It may also be worth noting that since August Sheffield has received approx 90 FW applications (including saved by the ball) in total which the operation continue to work through. All details of leave on the FW tracker. High volume of applications delays the process - planning shared into all info to help expedite the decisions.
SHEFFIELD VOGAONE	46																		People 31 lived has yet to communicate a plan.

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Re: Flexible Working Application



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sarah.chislett@uk.webhelp.com

From: Adam Weaver <adam.weaver@uk.webhelp.com>

Sent: 19 August 2019 11:01

To: Sarah Chislett <sarah.chislett@uk.webhelp.com>

Subject: Re: Flexible Working Application

Hi Sarah

im in 0930-1330 so would be happy to catch up at any point. most of them aren't on FWA at the moment.

See you tomorrow

Adam

From: Sarah Chislett <sarah.chislett@uk.webhelp.com>

Sent: 19 August 2019 10:57

To: Adam Weaver <adam.weaver@uk.webhelp.com>

Subject: Re: Flexible Working Application

Hi,

I am not in today but we can chat tomorrow. I appreciate that they have been on these shifts for sometime but they should be reviewed every 12 months and we are reviewing everyone who is on a flexible working.

Thanks

Sarah



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Senior People Advisor

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Cardiff,
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Re: JL

ST

Sophie Thomas

Sat 24/08/2019 14:58

Sarah Chislett; Luke Thomas ✉



Hi Sarah

meeting is booked in with Yolanda on Tuesday at 11am.

Thanks
Soph

**Sophie Thomas**Team Manager

(Vodafone Flying Start)

Hodge House, 114-116 St Mary Street, Cardiff. CF10 1DY

sophie.thomas@uk.webhelp.com webhelp.com

From: Sarah Chislett <sarah.chislett@uk.webhelp.com>**Sent:** 21 August 2019 09:40**To:** Sophie Thomas <sophie.thomas@uk.webhelp.com>**Cc:** Luke Thomas <luke.thomas@uk.webhelp.com>**Subject:** JL

Hi,

You was recently send information regarding a flexible working request for Jiayu. Can you confirm if the meeting has taken place if not when it will be pencilled in for?

Can you confirm back to me by COP on 22nd August please?

Thanks

Sarah

Sarah Chislett
Senior People Advisor



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07392273707sarah.chislett@uk.webhelp.com

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Re: Flexible Working - Drop in centre

From: Sarah Chislett <sarah.chislett@uk.webhelp.com>
Sent: 02 September 2019 09:37
To: Amber Thomas <amber.thomas@uk.webhelp.com>
Subject: Re: Flexible Working - Drop in centre

Hey,

Did anyone attend this session? Any themes?

Thanks

Sarah



Sarah Chislett
Senior People Advisor

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Cardiff,
CF101DY.

07392273707
sarah.chislett@uk.webhelp.com

From: Amber Thomas <amber.thomas@uk.webhelp.com>
Sent: 29 August 2019 12:09
Subject: Re: Flexible Working - Drop in centre

Hey

Don't forget the Drop in centre for Flexible Working is today 13:00 - 14:00 in the cwcth

Many Thanks

Amber Thomas
Vodafone Collection Team Leader
Hodge House, 114-116 St Mary Street, Cardiff, CF10 1BY, UK

From: Amber Thomas
Sent: 28 August 2019 12:22
Subject: Flexiable Working - Drop in centre

Change Portfolio 3

When completed this change project will see a greater number of agents on a structured shift rotation, whilst this has been a large scale change project with more implications than planned, it should in theory allow us to give the client and customer a better experience. As this project was very imotive when collecting feedback we had to make sure we did it in an values lead way as not everyone got their desired outcomes. As previously stated we had change champions to help support through this process so we wanted to use them to gain the feedback as they have build trust relationships with employees going through the change. We also need to consider how we communicated to everyone considering our 5 generation workforce, as with many organisations Webhelp is composed of five generations:

- Traditionalists—born before 1946
- Baby Boomers—born between 1946 and 1964
- Generation X—born between 1965 and 1976
- Generation Y, or Millennials—born between 1977 and 1997
- Generation Z—born after 1997 (Grensing-Pophal, 2018).

When considering all the different workforce generations and how we communicated to them we considered employee voice through drop in sessions, emails, team briefs which gave face to face communication and off the back of some of the feedback from our employee drop in sessions we are currently looking to open a facebook page for Cardiff Webhelp to continue to reach out to all of our colleagues regardless of age or preference. Other feedback given to us was that the original timescales were not adhered too and agents felt that this should of been factored into considerations when planning the change. We have taken this feedback on board for future change as agents stated that if it had been descibed as a 6 month process rather than a 2-3 month process which was then extended they would of felt better knowing that from the begining. ACAS states that your leaders need to own the change process this includes the commuication and being visable for employees (Acas.org.uk, 2014). We chose to use teamleaders to manage our employee voice drop in session but potentially Hayley going along to one of these sessions may have supported her being more visable throughout this process.

Off the back of this change project we have had 60 agents submit flexible working requests, out of the 60 requests we have accepted 45 of these requests, declined 7 request, and there are 2 people who are currently Long term sick. This means that there are now 45 addional people supporting our shift rotation around their needs and the business needs which will have a huge effect on call wait times and support our realtionship with the client who is our key stakeholder throughout this process. We have also completed a team brief with all operations managers and team leaders to explain the rationale of all the request outcomes and how to thank them for the part they have planned throughout this process as without them we would not have been able to make this change plan as successful as it was.

Now this change project has been completed in Cardiff we are the only one out of the 5 sites that started this process to finish, although we are past the deadline we are hoping

that some of our learnings will help support the other sites that are yet to finish this change, the communication and plan to build in a form of social media for communication was probably one of the biggest changes we can all take away to help support this change and allow us to improve change and also employee engagement when communicating messages in the future.

When reflecting upon my contribution to this change project I would like to think I have supported naturally throughout this process, I have gone about my day to day role ensuring I am visible across site for any support that would be needed at any work level. I think the planning of the weekly meetings has helped us to talk about complex cases and how we could support them as individuals through what is a challenging change project. Another benefit of these weekly meetings has been to keep the change on track, knowing that we would meet weekly and talk about how the change project has progressed throughout the week mean that there was a certain amount of pressure on each operation manager to ensure that they had done as much as their fellow operation managers. I would potentially look to run an employee voice session myself to see if there was any other form of feedback or ideas that come through in a safe environment, this would also help with building trusting relationships as with any current working organisation there is always going to be future change regardless of how big or small and organisation is (Appendix 23).

In conclusion I would like to think that this project has had its successes, the timescale we always knew was going to be a challenge but gaining feedback and taking away learnings will help support a large scale future change project. When considering the growth of our team leaders I think this project has also taken them out of the comfort zone and for some of them been one of the biggest challenges they have faced since joining the role, however we have come out of the process albeit it 8 weeks later than planned but with no Grievances, ACAS claims and had no leavers as a direct result of this process which I think will have a positive impact with our client relationship and also with the communication on the closing down of this project.



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To who it may concern,

In July this year we started a Flexible working process throughout Webhelp across 5 of our Sites. Cardiff was one of these 5 sites and between me and Sarah Chislett we had to facilitate the process.

This involved an initial Skype call in which the process was explained to us then we had to go and deliver the process to site. This meant engaging our key Stakeholders to ensure they are bought into the process.

Weekly we held meetings which Sarah would facilitate, we would use this time to discuss any complex cases and the progress of the application. Sarah would arrange these in advance and her support during this process has ensured we delivered this change successfully.

Timescales were an issue, but we are near completion and we will be the first site to complete out of the 5. I firmly believe that due to how planned and organised we have been throughout this process has been part of the success.

Kind Regards

A handwritten signature in black ink, appearing to be "Hayley Thorne".

Hayley Thorne

Head of Vodafone Cardiff

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