

On the job training

1. In the new CIPD Profession Map, Change is one of the core knowledge areas: <https://peopleprofession.cipd.org/profession-map/coreknowledge/change> Evaluate your knowledge, skills and ability in relation to this area, using the definitions from the Profession Map and discuss any development needs with your manager. Record your discussion (300 words approximately).

From evaluating the CIPD (2018) professional map specialist knowledge of change, I feel I am at the foundation stage, I understand what a business case is and its purpose, the importance of planning and managing change, what continuous improvement is and why its important, how it impacts people and that people are important in change. On the associate level I do feel I understand how to use data to create a case for change but am not confident in different approaches to change therefore need to upskill in this area. In order to do this I will read the CIPD (2021) factsheet on change and contact our learning and development department to see if there is training available to me on this subject. I also feel it would be useful for me to lead a change and manage the end to end process to gain experience.

2. Complete a SWOT analysis of an impending change in your organisation. Clearly list the strengths, weaknesses, opportunities and threats represented by the change. Discuss the HR implications of the change with your line manager and submit a summary of your discussion plus SWOT. (Total word count: 500-750 words approximately)

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Meeting with Vicky Cole 11.10.2021

Notes taken:

We discussed the need to change our current handbook document provided to employees on their first day. A recent feedback survey on new employees after 12 weeks in the role has shown that they do not find the handbook helpful for the following reasons: It is provided to them in paper format on first day with other paperwork, and therefore is often lost or put with other paperwork then when it is needed further down the line when for example, they need to know the process for calling in sick, they are unable to locate it. The information is not sufficient and requires more detail added as feedback states that often when they do look in it for information, it does not hold the information they are looking for. It is not visually appealing. Implications of this change on HR are the time required to update and reproduce the handbook and which employees have capacity to support. The positive impact it will have on the relationship between HR and mobility which can enable the organisation to leverage mobile workforce to fill talent gaps and keep employees engaged to prevent costly turnover. Effective collaboration between HR

and mobility can be a real differentiator in the workplace. (Raconteur, 2018) by making this change to a more accessible handbook it will ensure it is accessible by all & ensure employees feel supported, potentially aiding talent attraction, retention and employee wellbeing. It could also impact the number of queries HR get, as the handbook will provide enough information so employees do not need to come to HR for some queries that they do now, resulting in more time for HR to be working on other things.

Strengths

Handbooks can form a useful tool in employee relations and represent the culture of your business that you want to inculcate (People Management, 2018)

It showcases the benefits we offer as an organisation (Paycor, 2020)

Weaknesses

Can be time consuming to create.

When drafted poorly, handbooks can leave employers exposed when it comes to legal action, so it's important to get it right (People Management, 2018)

Opportunities

Globalisation and Mobility - Organisations can tap into talent anywhere else in the world and stay connected to people and information any time anywhere. Work is no longer a place you go to, it's something you carry with you in your pocket wherever you go, (Morgan 2016) We need our handbook to be accessible from anywhere to ensure employees feel supported and to enable us to showcase the benefits of working for the organisation.

Competitive edge – Having an effective handbook could have a factor in achieving a competitive edge in the marketplace by contributing to attracting and retaining talent.

HR can assist with this by developing a successful human capital strategy.

Maximizing your human capital is a major contributor to achieving a competitive edge in the marketplace. (Forbes, 2019) An effective handbook can be part of the human capital strategy.

Threats

Hypercompetitive Market - no single organisation however large can hold on to a position of competitive advantage for long, (Macnamara et al 2003) If we do not update the handbook we risk falling behind other organisations and losing our advantage as an employer of choice.

3. Stakeholder Map

Stakeholder Mapping Worksheet

Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

Stakeholder Grouping

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Marketing	Low	High	Key Player
Vicky Cole	High	High	Key Player
Manufacturing Department Manager	Low	Low	Keep informed

(SHRM, 2019)

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