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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Emma Carrington

Date: January 2021

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CIPD Candidate evidence matrix

Candidate name: Emma Carrington				CIPD Membership/registration No.:			
				55478700			
Qualification title: Contributing to the Management of Change				Unique Learner No. (ULN):			
				1910725			
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	IV initials if sampled	
5AMOC	Establish the need, objectives and potential benefits in relation to a specific change requirement.	1.1	Swot analysis Pestle	EV1 EV2			
5AMOC	Analyse who will be affected by the changes and their potential information and support needs.	1.2 & 1.3	Gallup: The Engagement honeymoon period graph	EV3			
	Identify the resources required for the change process and how these will be made available.		Email from S. Manager asking to develop tasks that needed to be achieved Approval e-mail from the Director of W&OD	EV4 EV5			
5AMOC	Devise a plan, including objectives, actions and timescales for implementing the required change.	1.4	Change plan Communication Plan HEIW New Starter Checklist – First 90 days onboarding checklist GANNT Chart John Kotter's 8 step process for leading change HEIW Core Values and Behaviours	EV6 EV7 EV8 EV9 EV10 EV11			
5AMOC	Communicate the change plan, and gain agreement for its	1.5	Email from S. Manager asking to develop tasks that needed to be achieved	Refer to EV4			

	implementation, from decision makers		Approval e-mail from the Director of W&OD	Refer to EV/5		
SAMOC	Follow the agreed plan to implement change processes.	2.1	Minutes of the peer support group Examples of information circulated to new starters: HEIW contact lists, PADR, EqIA, Exec report templates. E-mail - introductory meeting regarding the HEIWs Health and Wellbeing Agenda	EV12 EV13 EV14		
SAMOC	Provide information and support to stakeholders in line with their identified requirements.	2.2	Change Management Best Practice Peer support group feedback	EV15 EV16		
SAMOC	Apply techniques for maintaining positive working relationships throughout the change processes.	2.3	ABC Framework Workforce and OD New starter introductory meetings	EV17 EV18		
SAMOC	Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.	2.4	New Starter Engagement Survey Engagement Survey Presentation: Building high Performance Teams	EV19 EV20		
SAMOC	Maintain records of the change process in line with organisational requirements.	2.5	DPIA HEIW Consultation and Privacy Notice	EV21 EV22		

SAMOC	3.1 Measure the effectiveness of the change process in meeting data and main findings. 3.2 Identify further work required to embed changes and/or further developments required.		E-mail to focus group participants and consent form	EV23		
SAMOC	3.3 Communicate the key outcomes and the impact of change to stakeholders.		Presentation detailing outcomes, impact of change and recommendations Email sign off from senior W&OD manager	EV25 EV26		
SAMOC	3.4 Evaluate the effectiveness of own performance in contributing to the management of change.		Prosci Diagram	EV27		
Candidate declaration:						
- I confirm that the work/evidence presented for assessment is my own unaided work. - I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. - I agree to this work being subjected to scrutiny by textual analysis software if required. - I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. - I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. - I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.						
Signature:	ELCarrington			Date:	18/01/21	

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Executive Summary

My colleague (Ruth) and I were approached by senior W&OD managers to design, develop and facilitate a blended (but predominately virtual) induction and onboarding plan to welcome three new starters to the Workforce and OD Directorate (W&OD). Whilst HEIW has a robust induction programme, due to Covid-19 we needed to ensure new starters felt as welcomed and had access to all necessary resources via a virtual process as they would have done through the existing in-person approach.

We approached this methodically and acknowledged that starting a new role and joining a new organisation is both an exciting and nerve-racking experience. This was further perpetuated by the current situation and there was the potential for our new starters to feel isolated by having to work virtually. We took time to review and assess the existing process and translated this into a virtual process. The change necessitated changes to the onboarding process, including pre-employment checks being carried out virtually, a brief tour of the office to collect equipment, followed by virtual introductions to various areas of the business. It also involved online training rather than classroom based, and development sessions to help them get to know their colleagues. It was also important that we helped to make them feel part of the HEIW wide team.

The process we devised ensured our new starters felt welcomed, by arranging pre-start date introductory meetings with the team, arranging IT equipment to be ready on their start date and explaining what to expect in the first three months of joining the organisation. We also set up an informal peer support group for our new starters, which supplemented a 1:1 meeting with their respective line managers. It also allowed them to connect with others in the same position and have a place where they could access hints, tips and our support.

This portfolio details a change process that was undertaken within HEIW. We analysed who will be affected by the changes and their potential information and support needs. We also identified resources required for the change process and how these were made available. A change plan and communication plan were devised which included objectives, actions and timescales for implementing the required change

We followed the agreed plan to implement change processes and provide information and support to stakeholders, in line with their identified requirements. Throughout the process we applied techniques for maintaining positive working relationships, such as communication at every stage of the change process (and also when necessary) trust, listening skills, compassionate leadership etc.

This portfolio presents the findings of small-scale research which was conducted through Primary Data research in the format of a focus group, following a Pulse survey undertaken in November 2020. The findings indicate that all new starters have had an extremely positive and engaging experience within their first four months. New starters feel they are adding value and feel included, and therefore confident that support is available to them if required.

We identified further recommendations to embed changes for further developments.

The outcome of the change project was communicated to the W&OD Senior managers, who welcomed the research and recommendations.

1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement.

Jones, (2004); Van de Ven & Poole, (1995) Fullan, (2011); Hargreaves, (2011); Spector, (2011) suggest that organisational change occurs as a reaction to ever-changing organisational environments i.e. internal or external drivers or as a response to current crisis situation i.e. the pandemic. For every change that takes place within an organisation such as HEIW, there is an internal or external driving force (Fullan, 2011; Hargreaves, 2011; Spector, 2011). The COVID-19 pandemic external driving forces relate to situations that occurred within the external environment of HEIW and the associated restrictions lead to all recruitment being stopped, due to the inability for candidates to undergo face to face interviews, and the inability to provide an effective induction process to new starters. With the roll out of technology including Microsoft Teams, HEIW were able to restart recruitment. However, it was quickly realised that the onboarding process would need to be adapted to ensure new starters felt welcomed to the organisation, understood their role and responsibilities and had the necessary support in place to ensure a smooth transition into both the workplace and a new way of working.

Onboarding has become incredibly difficult amidst this global crisis, and in our new remote world. The impact is far reaching; SHRM reports that over 68% of organisations already have or report they will adopt broader or more flexible work from home policies. Whilst the Gartner *Reimagine HR Employee Survey* revealed 41% of employees don't feel connected to colleagues when working remotely and 26% report feelings of isolation (Kuepers, 2020).

With the onset of the social isolation policy caused by the COVID-19 pandemic, working from home has become the norm in many sectors (HR grapevine, 2020). An effective onboarding programme, regardless of whether it's an in-person programme or a remote programme, provides employers such as HEIW with a robust starting point during which they can communicate their values to their employees, and explain why they do what they do. Therefore, new employees feel comfortable and appreciated right from the start, become productive more quickly and colleagues and supervisors know exactly what to do (Personio, 2020). It also helps new employees easily integrate into organisational culture. To enable HEIW to continue to recruit vacant and new posts during the COVID-19 pandemic and associated restrictions, the onboarding process (Teale, 2020; Holton & Cruise, 2020; HR Grapevine, 2020; Joseph, 2020; MCQUAID, D, 2020) for new starters needed to be adapted, to ensure they felt welcomed to the organisation, understood their roles and responsibilities to enable them to carrying out their duties effectively and are able to perform at the necessary level. This enables them to feel part of the HEIW wider family, to contribute in a way that adds value and gives them the necessary support in place to ensure a smooth transition into both the workplace and a new way of working.

A successfully adapted onboarding process to engage, prepare, support and train new starters within HEIW will aid retention and ensure they can perform at the same level should they have progressed through the original onboarding process [The process will need to be predominately virtually, with attendance at the office if restrictions allow]. An employee who has gone through a positive onboarding experience helps build a positive reputation for his or her organisation among talented job seekers (DIGNEY GRANT, 2020).

The change necessitated changes to onboarding processes, including pre-employment checks being carried out virtually, a brief tour of the office to collect equipment, followed by virtual introductions

to various areas of the business, it also involved online training rather than classroom based and development sessions to help them get to know their colleagues. It was also important that we helped to make them feel part of the HEIW wide team.

A recent study from HR experts found that the first 90 days of employment is a crucial time for employees to build a rapport with an organisation, its management and their co-workers, which can be implemented with an effective onboarding plan. Thus, everyone benefits when organisational goals and values are shared with employees, while simultaneously showing them how to undertake their jobs. (DIGNEY GRANT, 2020). The importance of the change to the process was acknowledged along with the potential benefit to new HEIW employees within their first three months of employment. They will:

- Demonstrate HEIW Values – together as a team, respect for all, ideas that improve;
- Develop a sense of belonging and improved wellbeing;
- Flexibility;
- Improve job satisfaction and retention: employees who experienced an effective onboarding program are 18 times more likely to feel highly committed to their organisation and 30 times more likely to have high job satisfaction (Howard 2020); 59% of HR professionals believe the battle for talent will shift from acquisition to retention (clickboard, 2020)
- Have the ability to meet wider organisation colleagues;
- Improve performance: When employees understand their expectations from the beginning, they perform better as they start working. According to clickboard (2020) onboarding increases employee performance levels by 11%; Access to a support network, offering a safe space to talk about how they are feeling and ask for assistance from their peers.

In contrast, a new starter may feel isolated if they do not undergo a satisfactory onboarding process, leading to negative impact on well-being, causing demotivation, decreased performance and feeling undervalued (Judge et al 2001, Lyubmirsky et al 2005; Peccei et al, 2013; Van de Voorde et al 2012; Engage for success, 2014; Bailey et al 2015a, 2015b ; Staw et al 1994; Aon Hewi, 2012). This could ultimately lead to new starters leaving the organisation (Howard, 2020).

We devised a SWOT (EV1) analysis as recommended by CIPD (2020) which identifies Strengths, Weaknesses, Opportunities' and Threats within the onboarding change process, and was used as a tool to evaluate the impact of the change to the onboarding process for new starters within HEIW. I have also undertaken a PESTLE analysis (EV2), which is a useful tool that examines HEIW's external drivers of change and describes a framework of macro-environmental factors (political, environmental, social & technology) which is used in environmental scanning of strategic management. It provides HR professionals insight into external factors impacting on organisations (CIPD, 2018). It facilitates an understanding of the wider business environment and enables HEIW to anticipate future business threats and take action to avoid or minimise their impact (Lunenburg, 2010; CIPD, 2018; Pettigrew and Whipp, 1993). Information balance is needed (CIPD, 2018). Combined with a SWOT HEIW are provided with valuable information for strategic decision making. A change plan was also devised, detailing who will be affected by the change.

1.2 Analyse who will be affected by the changes and their potential information and support needs.

1.3 Identify the resources required for the change process and how these will be made available.

HEIW is a Special Health Authority and is the 11th member of the NHS Wales family. It has a leading role in the education, training, development and shaping of the healthcare workforce in Wales, supporting the healthcare needs of the Welsh population. It employs 450 staff, the majority of which work from their main offices in Cardiff with the remainder working remotely across Wales.

There have been 35 new starters within HEIW since the implementation of the national lockdown on 23rd March 2020, all of which have joined the organisation in a virtual way (different to normal recruitment process). Gallup's engagement by employees' length of service research highlighted, that although engagement peaks during the first six months of employment, only half (52%) of employees are engaged at this point, while 40% are not engaged, and 8% are actively disengaged. This suggests that there's room for improvement in how organisations bring new employees on board (EV3).

As Ruth and I are not in a HR role within HEIW, it was not appropriate for us to develop this change for the whole organisation however, as part of our CIPD we were asked to design, develop and facilitate a blended (but predominately virtual) induction process within HEIW. Virtual onboarding affects all new starters during the pandemic however, for the purposes of this change we were specifically asked by two senior workforce managers to develop an onboarding plan for three new employees, within the Workforce and OD Directorate (W&OD) who joined the organisation virtually during the pandemic, whilst bearing in mind the changes needed to happen virtually, and the need for extra resources. It was essential that we ensured new starters:

- understand how they will be required to work;
- understand what impact the restrictions will have on the way they work;
- How appropriate support will be in place to introduce to the organisation.

We became Change Champions to support the process as we felt it was imperative to adopt Kotter (1996) best practice recommendation to implement change champions within a change process. He advocated *that include* key people involved in designing and delivering the change (not always top managers), as well as those affected by it (including resistantors if appropriate) during the change process. We recognised we were an active member within the change management project during all its stages. Our key role was to communicate benefits comprehension management – defining and disseminating the benefits of the changes and communicating with them effectively in their own parts of the organisation (Levine, 2020; Prosci, 2020; Estabrooks & Degher; Thompson, 2004; Warrick, 2009). Team ownership was overseen by workforce directorate line managers.

A senior W&OD Manager asked us (EV4) to develop tasks that needed to be achieved, such as an onboarding checklist. We were ultimately responsible for developing a plan and supporting the new starters. As change champions we recognised new starters would need extra support, so we suggested setting up a peer support group to assist in instituting the new onboarding process. The senior W&OD manager agreed the peer support group was a good idea, however we needed approval from the Director of Workforce. We consulted with her and agreement the support mechanisms was received (EV5).

As remote employees can feel isolated it was essential that a sense of belonging was created within the team. We were key communicators within the process and used the peer support group as a platform (Warrick, 2009). The group was initiated in September 2020 and is managed and chaired by

Ruth and I. The new starters are provided with protected time to attend each meeting. The group meets monthly. It allows the three new starters to check in regularly and provides them with a safe space to turn for feedback or to ask any questions. We set up a team's group, which includes a HEIW compendium of information and supporting materials to encourage them to collaborate with other team members and build the team spirit. We also promote ad hoc virtual meetups, as and when they need support, such as online coffee breaks which will help them bond. Dewar (2020) advocates 87% of buddy programmes boost new hire proficiency, we therefore assigned them with a mentor or created a buddy" system which will have a positive effect on their morale and their performance as well. We furthermore arranged a meeting with HEIW's health and safety team to ensure they had the correct equipment at home, to prevent musculoskeletal problems etc. along with a virtual VDU assessment. We also highlighted the importance of taking regular breaks from their screen and encouraged the use of HEIW protected time at lunchtime, where no meetings are permitted.

There were not costs associated with the change however, the change necessitated changes to onboarding processes, including Pre-employment checks being carried out virtually, a brief tour of the office to collect equipment followed by virtual introductions to various areas of the business, it also involved online training rather than classroom based and development sessions to help them get to know their colleagues. It was also important that wider HEIW staff had time and capacity available to meet with new starters to help and ensure feel part of the HEIW wide team.

Workforce Directorate Managers were also affected by the change as it was important, they had the time capacity to meet with their new team members. Senior, 2002 suggests that inappropriate leadership behaviours, underpinning leadership styles such as inadequate professional guidance, assistance, advice or support may result in effects on organisational culture and identity challenges within the organisation such as low morale, negative organisational identification, job dissatisfaction, low organisational commitment and loyalty. Line Managers have the greatest influence on staff performance and engagement within HEIW and is key to the change and performance management process within HEIW. Gallup (2015) survey reported that more than 50 percent of employees were "not engaged"; an additional 17.2 percent were "actively disengaged." ACAS (2012, 2016) research demonstrates that employees' performance and attitudes are linked with how well employees get on with their line managers and how they perceive the examples a from line manager sets when implementing policies. Leadership is a weighty feature of Kotter's 8 step model, predominantly in developing and communicating change. Bass (1985) suggests this is crucial to effective transformational leadership and management of change within large scale organisations, such as HEIW, which is predominantly hard by nature (Sirkin et al, 2005; Paton & McCalman, 2000; Open University; 1985).

An objective in HEIW / HRM is improving and seeking to maximise employee performance within the workforce. The main goal for contemporary organisations is to increase productivity and sustained competitive advantage without detrimental impacts upon workers. The enhancement of employees' skills to develop learning capability and build a culture of learning into the organisation (Ress & Hall, 2016), productivity and commitment lead to positive organisational outcomes and competitive advantage for organisations (Zhang, Di Fan & Zhu, 2014). Within the onboarding process it was essential HEIW managers were more accessible than ever to a new team member during the pandemic. HEIW managers were responsible for overseeing the induction programme, bi monthly 1:1 meetings (Leung, 2018) as well as monthly meetings, PADRs, providing each employee with documentation i.e. an individualised tailored onboarding plan, which detailed what was expected of them and encouraged them to the aspire to goals and opportunities during the first three months of the onboarding process, whilst also regularly interacting with their managers. This helped them feel more productive and motivated.

Taylor (2016) suggests that HPWS that have proved to be most influential and enduring are principles which underpin HPWS. (REF: performance assignment). Senior, (2002) advocates a need to change management policies to promote organisational performance in terms of effectiveness and efficiency, thus change in the way in which an organisation is managed. Within HEIW managers also facilitate compliance with organisational procedures and goals it was therefore essential they spent time highlighting / communicated the most important and relevant policies and procedures to the new starters and how they affect specific departments within the organisation, to enable the new starters to apply them to their roles. HEIW's culture is based on a strongly held and widely shared set of beliefs' that are supported by strategy and culture (Wilkinson & Taylor, 2016; Bersin, 2015). This is reflected policies such as the Communication and Engagement Strategy which is based on the organisation's IMTP (business case), vision, purpose, strategic objectives, values and behaviours, plus feedback from staff and stakeholders. It recapitulates how HEIW communicate and engage effectively with staff, stakeholders and partners to build on existing and establish new working relationships, and outlines HEIW's approach to communications and engagement, and how this will align with the organisation's vision, purpose, strategic objectives, values and behaviours (Taylor, 2016; CIPD, 2019; 2020 MacLeod and Clarke 2009, p33; Holbeche and Matthews (2012).

As part of the virtual onboarding change it was imperative managers authorised the new starters time to attend induction, training etc. The new onboarding process has changed induction from 1 full day to 2 half days to ensure engagement. During the onboarding process, trainers and managers can promote commitment to organisational goals and build the foundation for successful employees. "Working closely with a new employee, managers can build toward the four pillars of employee engagement: connection, commitment, contribution, and progress." (Zenefits, 2020)

NHS Wales Pre-Employment checks are administered by another NHS organisation; however, it is the reasonability of an employee's line manager to follow these up.

It was also essential that new employees had their IT set up quickly to get familiar with the flow of the team more quickly and so that they have access to the digital workplace (HEIW intranet, TEAMS, video conferencing software, and other apps and tools). Technology can also help beyond its traditional role of streamlining the many administrative tasks that come with onboarding new employees (Cary, 2020).

1.4 Devise a plan, including objectives, actions and timescales for implementing the required change.

A change plan was devised, detailing who will be affected by the changes and their potential information and support needs. It established objectives, actions and timescales for implementing the proposed change, how onboarding would need to be carried out differently (EV6). A communication plan was also devised (EV7). Whilst HEIW has a robust induction programme, due to Covid-19 HEIW employees now work 100% virtually, and therefore assurance was needed to ensure new starters felt welcomed, and had access to all necessary resources via a virtual process, as they would have done through the existing in-person approach. Not only would this approach benefit the new starters and make them feel welcome and part of a team, leading to better performance, it meant that HEIW could continue to recruit during the pandemic and continue a '*business as usual*' approach.

We identified the objectives and categorised them within a HEIW new starter 90-day checklist, which included mandatory tasks, technology, pastoral care, key documents etc (EV8). The checklist is non

time specific and can therefore be repeatedly use for future new starters. It is acknowledged that this can also be amended to account for future feedback.

We also devised a Gantt chart to project manage, schedule and maintain activities to monitor milestones (EV9). We identified the tasks, essential tasks, the task relationships, input activities into software (Microsoft Project / Excel) and charted progress. The chart outlined assigned responsibilities (which were colour coded) and all tasks within the change project, in order against timescales. The chart gave us an overview, allowing us to control many activities and ensure that they were completed on schedule. We recognised missing a change task or finishing a task late could have a knock-on effect on the rest of the change project i.e. late delivery and financial implications (Mindtools, 2020).

Kotter (1996) 8 step change model (EV10) suggests creating a sense of urgency within a change process however, on reflection urgency is not appropriate during the pandemic as it would create anxiety and negative pressure on new employees, thus have a negative effect on the process. However, the final two stages of this model, focusing on implementing and sustaining change attempts to address the 'freezing' stage which is reflected in Lewin's model; to encourage organisations and their employees to develop attitudes and values which aid the behaviours required to encourage future organisational change. On reflection, HEIW has embedded proactive organisational culture within their core values and behaviours (EV11) which has helped to create a positive feedback mechanism, transforming this linear change model into a continuous process within HEIW (Rees & Hall, 2016; CIPD, 2013; Silverman, 2014; Engage for Success, 2020).

1.5 Communicate the change plan, and gain agreement for its implementation, from decision makers.

Ruth and I met with Sharon Jenkins (Workforce Manager) to gain verbal agreement on the change plan and its implementation. Email confirmation was later received (Refer back to EV4) We also received an email from the Deputy Director of Workforce, endorsing the idea and confirming approval for peer support group implementation (Refer back to EV5).

Section 2

2.1 Follow the agreed plan to implement change processes.

We established good management practice to monitor progress and keep the change on schedule. (Kotter, 1996).

We identified that the onboarding process will be improved through this change process.

A solid business case was presented within the change plan: Whilst HEIW has a robust induction programme, due to Covid-19 we needed to ensure new starters felt as welcomed and had access to all necessary resources via a virtual process as they would have done through the existing in-person approach.

A Gantt chart was used to plan for change and project manage, schedule and maintain activities to monitor milestones.

We followed the outlined plans such as the Gantt chart, change plan etc to implement the change. Our responsibilities included arranging, Charing and managing the peer support group. Monthly meetings have taken place, which have also included colleagues from the wider organisation (EV12). Amongst other initiatives we have set up a team's channel which includes a compendium of information / useful documents such as Equality Impact Assessment guides, PADR form, contact list, Board report template etc (EV13). Whilst I was not responsible for the whole process, I was asked to facilitate an introductory meeting with the new starters regarding the Health and Wellbeing agenda (EV14). I also accompanied them to other meetings.

We provided resources and used data for evaluation. Communication was key within the process and was done consistency, with transparency through multiple communications channels. This ensure the right messages is relayed, through the most appropriate channels (CIPD, 2019; 2020; HEIW, 2018, 2020; Wilkinson & Taylor, 2016; Bersin, 2015 Macleod, 2009, p6; Rees & Hall, 2016).

We monitored and managed resistance (Adkins, 2015; Prosci, 2020; Taylor & Woodhams, 2016; FMLink; Lunenburg, 2010; Fincham & Rhodes 2005; French et al, 2011; Walkme, 2018; Beckett, 1999; Cadwell, 2003; Doz & Prahalad, 1988; Buchanan & Boddy, 1992; Kotter, 1999; Balogun et al, 2005; Hardy, 1994/6; Folger & Skarlicki, 1999; Kanter, 2012; Senge, 1992; Alas & Vadi, 2006; Morrison, Brown & Smith, 2006) dependencies' and established no organisational costs – however, acknowledged if it not was not implemented there is a risk of sickness costs and cost incurred through retention and further avoidable recruitment.

In order to celebrate success, we recognised milestone achievements as an essential part of this project, as well as the successes of the new starters involved – i.e. positive feedback regarding the group and experiences within their role etc.

Review, Revise and continuously review: We identified that the HEIW onboarding process will be continuously improved through this change process.

2.2 Provide information and support to stakeholders in line with their identified requirements.

Starting a new role and joining a new organisation is both an exciting and worrying experience. This further perpetuated by the current situation meant there was the potential for our new starters to feel isolated by having to work virtually. Ruth and I addressed this issue by setting up an informal peer support group for new starters, which supplemented 1:1 meeting with their respective line managers.

It also allowed them to connect with others in the same position and have a place where they could access hints, tips and support from us.

As part of our role within the peer support group we approached this methodically, taking the time to review and assess the existing process, and translating this into a virtual process. The process we devised followed best practice (CMI, 2020) (EV15) and ensured our new starters felt welcomed, by arranging pre-start date introductory meetings with the team, arranging IT equipment to be ready on their start date and signposting them to resources including; Health and wellbeing apps such as Silver Cloud, Psychological wellbeing etc; the workforce strategy, IMTP, intranet, Social support groups and organisational groups i.e. the biodiversity (HEIW, 2020), health and wellbeing (HEIW, 2018) and equality (HEIW, 2018) and explaining what to expect in the first three months of joining the organisation

We've received encouraging feedback from the peer support group indicating we have met the requirements of their identified needs (EV16). We've also received positive feedback from a W&OD manager (Also see EV4) *"Ruth and Emma addressed this issue by setting up an informal peer support group which allowed our new starters to connect with others in the same position and have a place where they could access hints, tips and support from Ruth and Emma. I look forward to reviewing the results from the pulse survey and focus group (outlined within section 2.4 & 3.1) with Ruth and Emma. Initial feedback through my 1:1 meeting with new team members has confirmed that this process has been a success"* Sharon Jenkins – Head of Careers and Widening Access (W&OD).

2.3 Apply techniques for maintaining positive working relationships throughout the change processes.

The onboarding process is designed to cultivate a long-term relationship between the employer and the employee, while fostering a feeling of belonging and an affirmation of making the right choice. This is extremely important for both employers and employees, especially during the pandemic. West *et al* (2020) suggests employees have three core needs at work; autonomy, belonging and contribution. He advocates that if wellbeing and motivation at work are met, employees will flourish (EV17).

We considered these factors and applied HEIW focus on employee experience (CIPD, 2020; 2017; 2018; Peakon, 2020; Gallup, 2020; Mercer, 2019; People Insight, 2020; Sage, 2020) which creates a holistic approach around EE and wellbeing that enables employees to have a voice (CIPD, 2020; CIPD, 2017; 2018; Peakon, 2020; Gallup, 2020; Mercer, 2019; People Insight, 2020; Sage, 2020; Engage for Success, 2020; ACAS 2016, 2020) and be their best. HEIW culture is based on a strongly held and widely shared set of beliefs' that are supported by strategy and culture (Wilkinson & Taylor, 2016; Bersin, 2015). This is reflected within HEIW policies and procedures such as, the Communication and Engagement Strategy which is based on the organisation's IMTP (business case), vision, purpose, strategic objectives, values and behaviours, plus feedback from staff and stakeholders (HEIW, 2018; Groyberg et al, 2018). It recapitulates how HEIW communicate and engage effectively with staff, stakeholders and partners to build on existing and establish new working relationships, and outlines HEIW's approach to communications and engagement, and how this aligns with the organisation's vision, purpose, strategic objectives, values and behaviours (Taylor, 2016; CIPD, 2019; 2020 MacLeod and Clarke 2009, p33; Holbeche and Matthews (2012).

Positive Working Relationships were maintained within this change the change to the onboarding process, as expectations were managed at the start of the process. This ensured that employees did not feel vulnerable and changes to the process were being imposed on them. The onboarding process

is designed to cultivate a long-term relationship between the employer and the employee while fostering a feeling of belonging and an affirmation of making the right choice. This is extremely important for both employers and employees. As such, we have demonstrated the importance of the change and furthermore highlighted that HEIW has prioritized onboarding new employees, and additionally though their training virtually instead of in-person due to the COVID-19 pandemic.

HEIW are currently working with Professor Michael West to embed compassionate leadership within the organisation. The aim is for leaders to have stronger connection between people, better collaboration, more trust, strong commitment to the organisation and lower turnover (West, Houards, 2019,2020; Deeny & Hardy, 2018; West & Baily, 2019, 2020; Roffey Park Institute, 2016; McKinsey, 2020; Martinuzzi, 2009/2020; Poorkavoos,2020). A key objective within the onboarding change was to provide new starters with a safe space to communicate any concerns, whilst considering the implications virtual on boarding may bring. Kuepers (2020) refers to higher standards & expectations and highlights both candidates and new hires want to know how organisations engage their workforce during these complicated, arduous times. This kind of intel reflects the level of an organisation's integrity, empathy and compassion. As change champions we have continued to embed the compassionate leadership ethos HEIW encourage; to pay close attention to people and the challenges they are facing (i.e. change) both inside and outside work, responding with empathy by taking thoughtful and appropriate actions.

Open lines of communication throughout the onboarding program ensured we build trust and minimised stress with the new starters i.e. consultations to facilitate the change process. It has created a level of trust and given employees a voice that will persevere during the employee's employment within HEIW (Beer et al, 1984; Heller et al., 1998; Fox, 1985; Verma, 1995; Marchington and Wilding, 1983, p32; Verma and Taras, 2001; Sisodia et al, 2014; CIPD, 2013, 2020; Silverman, 2014; Engage for Success, 2020; Judge et al 2001, Lyubmirsky et al 2005; Peccei et al, 2013; Van de Voorde et al 2012; Engage for success, 2014; Bailey et al, 2015a, 2015b; Dylag et al 2013; Oswald et al, 2014; Zelenski et al, 2008; Gallup, 2013, 2015; Diener and Chan, 2011; Deeny, 2018; West & Baileys, 2019 & 2020; Poorkavoos, 2020; Mckinsey, 2020; Cai et al, 2018; Smollan, 2013)

The tone of the communication was also important as it develops a consistent tone of voice across all stakeholder connections to HEIW's brand, including all social media channels, which makes them seem genuine and employees and stakeholders feel at ease (CIPD, 2020; Whitehouse, 2018; Imperial College London, 2020). The new starters were informed HEIW encourage employee feedback and embed employee voice within communications methods for obtaining feedback via (CIPD, 2013; Silverman, 2014; Engage for Success, 2020):

- Online communication tools such as Microsoft Teams
- A dedicated email address with a mailbox for employees to send any questions or concerns
- An already established staff forum or newly set-up forum which represents employee voice during the current situation;
- Digital area such as a staff intranet.

Throughout the change process we considered the Change Curve (Kubler-Ross, 1969; Mindtools, 2020) model that demonstrates the four stages most people go through as they adjust to change stages of personal transition and organisational change such as onboarding i.e. Denial, acceptance etc (Mindtools, 2020). We recognised working from home can be isolating, especially new staff. We therefore check in with new employees daily, as the intention is to maintain relationships and keep employees healthy, especially during the pandemic. We scheduled daily calls or video chats with new employees to help them feel like part of the team and give them the opportunity to ask questions. This allowed us to predict how employees may react, so that we could, help them make their own personal

transitions. This helps make sure they have all the guidance and support they require/need such health and wellbeing resources i.e. Counselling services, EAP etc.

HEIW advocate that all employees are provided with an environment and opportunities that encourage and enable them to make choices that support their well-being and lead healthy lives, which is supported by staff health and wellbeing charters (Caring for People who Care, 2018; Caring to change, 2017). The NHS Wales Charter (2019) highlights the joint responsibility of managers and individual employees to work together, encourage healthier life style and choices, support each other in the workplace and promote effective management of sickness when employees cannot work through ill health or are at the risk of having to take sick. In this instance, as change champions we would make sure support mechanisms are in place and signpost resources i.e. EAP and counselling however, we understand our own boundaries, and would signpost the new starters to a manager if appropriate. This reinforces the importance of the line manager relationship within a change process (Kubler-Ross, 1969; Holbeche & Matthews 2012; Graen, 2008; Gallup, 2008, 2015).

Measures are currently in place within HEIW to make sure conflict is resolved in a positive manner, and mechanisms are clear such as policies and procedures i.e. grievance procedures and supportive ones. Managers should constantly monitor the situation and act asap. It's essential that the process is quick to alleviate anxiety etc. (Holbeche & Matthews 2012; Graen, 2008; Gallup, 2008, 2015)

2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.

The new starters have followed the onboarding plan and have met with 20 organisational teams with full attendance. They have met with every employee required within both the workforce team and the nursing and commissioning team in order to fulfil tasks within their current role. A record was maintained (EV18). It is anticipated that further meetings will take place with other directorates in early 2021, and eventually face to face when restrictions are lifted, and it is safe to return to the office.

As change champions Ruth and I have met with them through the peer support group and received positive feedback that they are happy in their role. We will continue to support them through the peer support group. Alongside this, we have gathered the right data and metrics on the workforce directorate new starters, from the technology they have at home, to individual's vulnerabilities in relation to COVID-19. This will also help plan a staggered 'return to work' process when social isolation measures become less stringent (HR Grapevine, 2020).

During November 2020 we undertook a pulse survey to measure new starter engagement. We targeted new starters between 23rd March and 31st August 2020. The main objective of this research was to measure new starter engagement within HEIW, as there had been 34 new starters within HEIW since the implementation of the national lockdown on 23rd March, 2020. All of which have joined the organisation in a virtual way (different to normal recruitment process) and identified areas of concern or improvement as there was no efficient way of monitoring new starter engagement within HEIW. An onboarding survey was activated on Tuesday 26th October and remained open until Tuesday 3rd November (EV19).

The research highlighted several factors in relation to the onboarding process within HEIW. It was evident new starter engagement levels are high within HEIW, with an overall engagement score of 80%. 77% respondents strongly agreed or slightly agreed with all ten of the multiple-choice questions and 92% of respondents would recommend HEIW as a place to work to colleagues. The research highlighted that there are pockets of dissatisfaction (2 respondents) regarding line manager, network

and directorate support. A presentation was collated, by me and Ruth detailing the findings and presented to the people team (EV20). Its highlighted dissatisfaction with the induction programme, however the People Team has also recognised this from other avenues (HEIW new starter group) and have since consulted with new starters, and improved the process, splitting into 3 sessions rather than 1 - 6 hour.

Although the data size of the research gave our analysis credibility (Harter et al 2002) the relationships of a larger sample size would've been statistically significant, the practical implications of the difference would have been small (Lenth, 2001; Survey Monkey; Comrey & Lee, H., 1992; Tabachnick & Fidell, 2007; Saunders et al, 2016). Due to confidentiality we were unable to do a pulse survey with the three W&OD new starters. However, for the purpose of this change activity we were able to use the results as a baseline to generate a conversation starter within a focus group with the three Workforce Directorate new starters (outlined in 3.1).

2.5 Maintain records of the change process in line with organisational requirements.

Information Governance: I was always aware of the importance of maintaining confidentiality and security of information gained during the change process. This in many cases included access to personal information relating to employees.

I was aware that all information must be treated, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the GDPR and organisational policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation and the HB Disciplinary Policy. As a key part of the organisation's accountability and under the GDPR accountability obligations, a DPIA was completed to systematically analyse, identify and minimise the data protection risks and demonstrate how HEIW comply with data protection obligations (EV21).

The Pulse survey was anonymised, and results were only shared with the People Team. The focus group was informed that the discussion would not be recorded but would be summarised and shared with management to enable the process to be improved for future new starters however, no names will be mentioned in the report. It was acknowledged that all the data collated will be in strict adherence to data regulations agreement was received from all participants at the focus group. The group agreed to the records maintenance in line with the consultation and survey privacy notice (EV22).

Records Management: As an employee of HEIW, I am legally responsible for all records that I gather, create or use as part of my work within the organisation (including patient health, staff health or injury, financial, personal and administrative), whether paper based or on computer. All such records are considered public records and I have a legal duty of confidence to service users (even after an employee has left the organisation). I was aware that I should consult my manager if I had any doubt as to the correct management of records with which I work. Within the onboarding process and beyond line managers are responsible for maintaining new starter records on attendance at induction, completion of mandatory training and 1:1 discussion.

Equality and Human Rights: The Public Sector Equality Duty in Wales places a positive duty on the HB to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The HB is committed to ensuring that no job applicant or employee receives less

favourable treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.

Dignity at Work: The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect. All staff are requested to report and form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the HB/Trust Disciplinary Policy.

Section 3

3.1 Measure the effectiveness of the change process in meeting data and main findings.

3.2 Identify further work required to embed changes and/or further developments required.

As the pulse survey did not identify WOD specifically, to measure the effectiveness of the change process we supplemented it with quantifiable qualitative data in the form of a focus group, to identify the effectiveness of the change specifically in W&OD. We recognised “Measuring change management is one of the most difficult parts of the process, because you’re measuring people and their emotions, which is hard to quantify” (Otto, 2020).

In line with GDPR we e-mailed participants to obtain consent from the three new starters, who agreed to partake in the focus groups (EV23). The focus group was held on Thursday 7th January with the peer support group, to establish if identified requirements have been met.

We monitored and evaluated results of the change programme against the goals and milestones established in the original plan (Taylor & Woodhams, 2016; Rees & French, Pappas, 2020; EIGE, 2020). Overall, the new starters felt that they have benefited from the range of support mechanisms in place, including the peer support group, health and wellbeing resources and introductory meetings, supported by colleagues. Feedback included:

New starter experience: Although the nature of operation is different to other environments I have worked in, I’ve actually really enjoyed being able to work virtually. The introduction of the peer support group, newcomers’ network, having introductory meetings with other teams and the opportunity to be part of networks such as the health & wellbeing group has meant that I feel part of the organisation, connected and supported”.

Introductory Meetings: “The virtual introductions with other teams have been extremely useful and the engagement from other teams at these meetings has given a great impression of the organisation”.

Peer Support Group: “Joining a new organisation at any time can be a bit daunting, so throw a pandemic into the mix and that could have exacerbated things. Fortunately for me, though, I’ve had a lot of support from Ruth and Emma – they put together the peer support group, which helped to introduce me to other new starters. I would be keen that this continued”

Health and Wellbeing Resource: “I have accessed the health and wellbeing resources available on the website but have found the volume of information a little overwhelming. However, I recognise how having this information is extremely useful, but it could be condensed to make it clearer as to what resources are available depending on individual need and the website could be more user friendly”.

It would appear, from the comments received, that all new starters have had an extremely positive and engaging experience during their first four months of employment. HEIW’S ethos of employee experience is underpinned by the ten pillars of EE (Shriar, 2015; Mansfeild, 2018; Deloitte, 2015). This is reflected within the process as the new starters have felt well supported, the enthusiasm from other staff in the organisation has been clear and they indicated we have met the requirements of their identified needs. However, according to Dewar (2021) the best employee onboarding programs extend throughout the employee’s first 90 days. It’s therefore essential we continue to support the new starters during their first 90 days and beyond. The more an employee feels engaged the more probable they are to stay with their organisation and deliver excellent job performance.

All new starters commented on the positive experience they have received during introductory meetings and the enthusiasm from other staff in the organisation has been clear. These meetings have along with strong enthusiasm from staff relating to their area of work / expertise, a positive impression of HEIW'S organisational brand, by improving the ability to attract and retain top talent, ensuring faster time to productivity and improved team performance, Boosts retention, reducing new hire attrition and associated costs, Improves employee experience, increasing engagement, productivity and profitability.

The corporate induction process has some issues, but changes have been made recently so that the original 1 session has now spread over three sessions, with the People Team working on making the sessions more interactive and engaging.

They also benefited from attending these meetings together along with myself and Ruth as we highlight where the crossovers between teams were and steered the conversations to ensure it remained relevant to us.

There was also feedback that whilst the amount of health and wellbeing resources available was seen as a positive, the way they are presented is a little overwhelming (Aon Hewi ,2012)

There was a difference in workload levels amongst the three new starters, with one extremely busy, with little inter-team peer support, compared with another who felt they had a significantly reduced workload, but had inter-team support to help identify pieces of work that could be undertaken.

Throughout the change process we adopted best practice. We have demonstrated the importance of the change and furthermore HEIW has demonstrated the organisation is prioritising onboarding new employees, though their training virtually instead of in-person due to the COVID-19 pandemic. Recognising that effective onboarding promotes positive working relationships.

This research has indicated that there is a strong business case to support the onboarding change for new starters within HEIW. HEIW have also recently reviewed their Induction process during COVID-19 from one full day to 2 half days virtually. Robust policies such as Recruitment and Retention, will inform future change however, unless these interventions directly impact HEIW, the policies remain a philosophical statement lacking a 'ground reality (Bailyn,1997).

A summary report and recommendations were produced to ensure the views and opinions captured, will further improve the future onboarding process. We adhered to GDPR processes and no identifiable names were mentioned within the report. The report was shared with the W&OD managers (EV24)

Recommendations

- The peer support group continues, as the support mechanisms are regarded as extremely valuable.
- Ongoing support will be available for all during and after implementation.
- Future new starters continue to be "buddied" up if possible and attend introductory meetings together (Dewar, 2020)

- Introductory meetings are scheduled according to work timelines, rather than starting with the directorate and moving outwards across the organisation.
- Provision of an organisation chart, split into directorates
- That the health and wellbeing resource webpage is reviewed.
- Maintain best practice.
- Explore ways further information could be more readily available to newcomers.
- Create a Line Manager's checklist complete with guidance, so that they understand their new role considering COVID-19.
- The survey is repeated in three months with the next cohort of starters

3.3 Communicate the key outcomes and the impact of change to stakeholders.

A high-level presentation was compiled detailing the assessment of change to new starter onboarding / induction process within HEIW and presented to a senior line manager. We received an e-mail detailing the plan was effective and successfully undertaken. New starters have reported feeling supported, valued and included. (EV25). The recommendations and advice were welcomed by the W&OD senior managers (EV26). Best Practice was adopted throughout the change process, and the change plan will be communicated at staff event, use a presentation and staff meetings.

3.4 Evaluate the effectiveness of own performance in contributing to the management of change.

The CIPD Professional Map aims to add sustained value to an organisation (CIPD 2009, 2012). During November 2020, I met with my line manager to discuss my understanding of how to effectively enable change along with my Change Management development needs. We used the CIPD Profession Map as a basis for our discussion (CIPD, 2020).

I am currently working at associate level. I'm aware of the importance of a business case and its purpose, along with the importance of planning and managing change. I mapped / evaluated my development needs against the HEIW IMTP Business Case

We discussed my development needs in relation to change within my current role and linked them to HEIW 3-year Integrated Medium Long-Term Plan (IMTP) I identified *organisational* and individual capability requirements and aligning strategy, people and processes to optimise *effectiveness* and achieve the *organisational* goals (Taylor & Woodhams, 2016). We also discussed my learning regarding a structured and planned approach to change in order to ensure that change happens in a considered way within HEIW.

I have undertaken a self-assessment at a HR Technician level (1 of which is a core area), whilst linking behaviours, all of which I currently apply to my area of work. I understand how to undertake a SWOT and PESTLE analysis, which has been demonstrated within my current role and within many assignments to date. I also understand that I can use data i.e. HR analytics, to create a case for change.

I am aware of the many change management approaches and their advantages and disadvantages. People are an important part of any change, and change can impact people in different ways. Effective communication is essential when explaining why change is happening within an organisation, the basic models for how people experience change is acknowledged and will be consistently adopted when undertaking change management within my future career roles.

Skills and capability are assessed within a PADR process within HEIW. Within my current role I have conducted skills and capability audits along with gap analyses in my area of work.

I am aware of the different leavers I can use to enable change within my area of work.

I'm aware of what a good project plan looks like within HEIW. I have experience of planning and delivering projects within the organisation, including goals, milestones, resources, risks, costs and interdependencies and understand their importance within the process.

This onboarding change initiative within HEIW has reinforced my learning and the benefits of structured formal change management approaches which delivers the structure to stay on track. The benefits of change management process as sequence of three stages or activities is evident: prepare for change; Manage change; Reinforce change (Prosci, 2020). Throughout this process, I have learnt that effective change management is a combination of planning, executing, and sustaining the change initiative. Each stage has significant value in the change process (Strategic front, 2018) (EV27). I intend to consider change management approaches when supporting future change initiatives i.e., planning, doing and keeping it going, to apply change management to a change in order to drive individual transitions and ensure the project meets its intended outcomes (Prosci, 2020; Mayon- White, 1993, p136; Cannon et al, 2010; CIPD Professional Map, 2015). I will also consider other frameworks such as the four stage ADIE framework (Access, Design, Implement, Evaluate and Embed) CIPD advocates for OD (Instructional Design, 2020; Evolution Culture, 2020; Mahoney, D, 2018; CIPD, 2019; CIPD, 2020; Downes, 2019; Kurt, 2018).

It has furthermore reinforced my understand of how people experience change and best practice mechanisms that can support them through it, such as; Establishing good management practice is key to monitor progress; Aligning priorities among other leaders and make effective and influential decisions; Communicate with everyone affected by the change (CIPD, 2019; 2020; HEIW, 2018; Wilkinson & Taylor, 2016; Bersin, 2015 Macleod, 2009, p6; Rees & Hall, 2016; Holbeche & Matthews, 2012; Llopis, 2014); Always engage with employees and inform them of what is in it for them, identify and build relationships with impacted groups and ensure these groups receive the appropriate level of training. This will build trust and demonstrate a willingness to participate in the change; Minimise stress and give employees a voice; Establish good programme management practice; set milestones and monitor progress ; Monitor and evaluate results of the change programme against the goals and milestones established in the original plan (Taylor & Woodhams, 2016; Rees & French, Pappas, 2020; EIGE, 2020; Pappas, 2020).

Since I've been involved within this change process, I've identified the importance of elements such as trust and the significant part it has in the process. The use of onboarding research metrics also helped to inform this change process. Specifically, to engage colleagues early on by forging connections and build trust and alignment, encourage open communication within the process, decrease turnover and boost business growth (Jacob, 2018; West, Houards; Deeny & Hardy, 2018; West & Baily, 2019, 2020; Roffey Park Institute, 2016; McKinsey, 2020; Martinuzzi, 2009/2020; Poorkavoos, 2020).

My learning has allowed me to understand the link between the tools and techniques for effective change i.e. an effective business cases, change readiness, methodologies, levers of change whilst applying them in a way which ensures that projects are managed effectively, and risks are mitigated.

I am currently working proficiently between a Band 1 & 2 within HEIW however, I would like to work proficiently at Band 2 at the end of this course in May 2021. In order to reach this aspiration, I need to increase and widen my HR knowledge experience by obtaining management experience individually or within a HR team, linking it to HR strategy and policies.

The additional experience I have gained throughout this process has improved my knowledge and confidence in relation to Change Management. I've applied my learning so far however, I would like to be more involved in future change initiatives within HEIW, and apply my additional knowledge and expertise gained since November 2020. I have no doubt it will be of great benefit within my current and future career roles. I intend to build on my experience.

I will continue to use the 2013 Professional Map in conjunction with the 2015 map to build on my current knowledge and skills and continue to use the professional map as a developmental self-assessment tool whilst undertaking this course and during my future career within HR. The map has helped me to recognise my professional areas for development and allow me to plan my own learning. I plan to continuously undertake and seek new learning. If HR professionals develop these skills and demonstrate that they can apply their understanding of an organisations business and context, they will have the ability to meet organisational need and tailor its current and future strategies (Perkins *et al* 2016; CIPD, 2019).

I continuously seek opportunities and assess my level of knowledge in relation to practices and behaviours that will make me more effective within my role. I will always adhere to the CIPD Codes of Practice and work ethically.

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Strengths	Weaknesses
HEIW has a clear set of values. "Together as a team, Respect for all & ideas that improve" The organisational values form part of all HEIW policies and processes	Availability of office space at home
	Difficulties with understanding organisational structure
	Inability to have face to face conversations with colleagues
	Training to be carried out virtually
Increase staff confidence in their abilities	Reliance on home broad band capability
Flexibility	More emphasis on self-directed learning regarding the business
Ability to meeting wider team colleagues	Difficulty with putting faces to names
Improved support networks	Inability to experience normal working environment
Line manager & team led	Significant screen time
Sense of belonging and improved wellbeing	
Access to mobile equipment	
Reduced need for travel	
Opportunities	Threats
Embed organisation values and compassionate leadership principles, setting clear expectations.	Inability to manage work and home life
Embed an effective support network that continues beyond onboarding.	Working longer hours – not knowing when to stop
Identify a set of working from home principles, supported by the Exec Team, to support health and wellbeing when working from home.	Negative impact on performance, relationships, health and wellbeing and engagement.
Measure employee engagement levels via pulse surveys and focus groups	Manager competence/confidence
Implementation of initiatives to replicate face to face interactions	Burnout
	Higher stress levels
Use learning to develop policies and procedures to support virtual working	Inter-team silos/inter-team conflict – needs trust and honesty
	Failure to form and maintain strong teams leading to:
	• lack of trust • poor performance • Inter-team conflict • Lack of commitment • Poor communication
	Presenteeism
Use results of NHS Wales staff survey to inform future plans and start conversations.	Lack of understanding of job purpose and expectations
Share learning with wider organisation to assist onboarding of future new starters	

Evidence 2

HEIW PESTLE

Political – Government policies beneficial/detrimental to HEIW's success and whether the political environment is stable or likely to change.

Economic – Current economic performance affecting HEIW along with impact on revenue/costs – retirement and baby boom.

Social – Human behaviour or cultural trends have a role in HEIW. There has been a change in attitudes towards work and careers with the need to find a work life balance becoming an increasingly important requirement for HEIW employees.

Technological – Innovation and technological advancements by recognising the need to make progress on the digital and technologies agenda going forward.

Legal - HEIW undertake EIAs for all new policies and procedures.

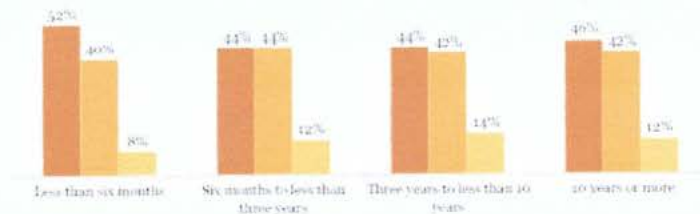
Environmental – Environment (Wales) Act 2016 – HEIW are prepared for future environmental targets.

Evidence 3

The Engagement Honeymoon Period

Workers are more engaged during their first six months – the “honeymoon period” – than they are at any other stage in their employment with a company. About half (52%) of employees are engaged at this point, while 40% are not engaged, and 8% are actively disengaged. After the honeymoon is over, engagement drops significantly, to 44% engaged among workers under the 10-year mark, and tends to remain flat for the duration of a typical employee’s career.

■ Engaged ■ Not Engaged ■ Actively Disengaged



GALLUP

<https://news.gallup.com/businessjournal/163463/engaging-employees-honeymoon-period.aspx#:~:text=Workers%27%20relatively%20high%20engagement%20levels%20during%20the%20first,expectations%20and%20having%20opportunities%20to%20learn%20and%20grow.>

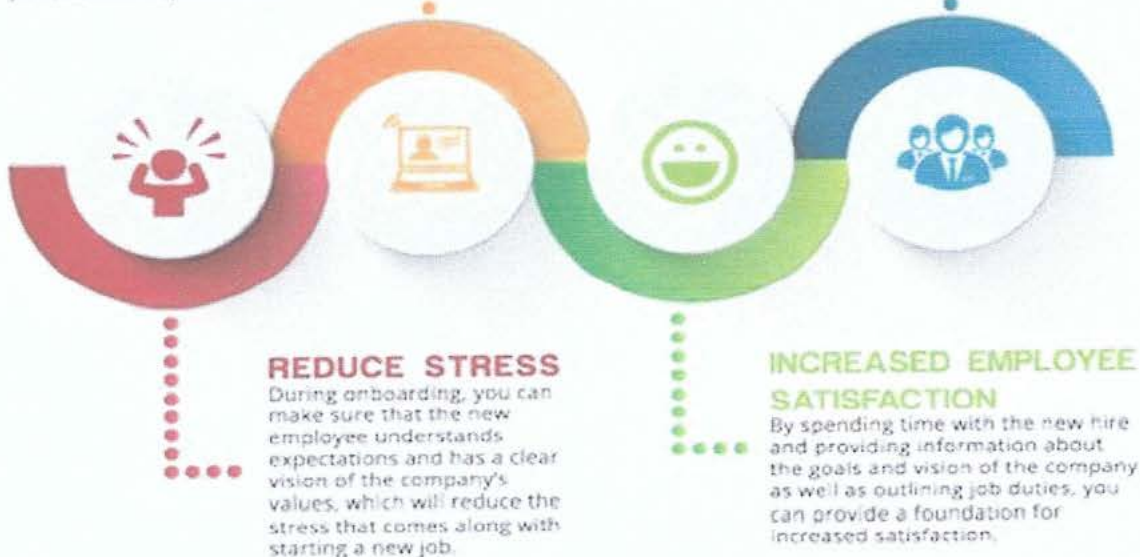
TOP 4 BENEFITS OF A BETTER ONBOARDING PROCESS

IMPROVED JOB PERFORMANCE

When a new hire clearly understands the expectations of the job as well as the company culture, the performance is much better. Take time to reduce ambiguity around policies and responsibilities.

BETTER RETENTION

When employees are happy within a company, the odds of them seeking other opportunities are much lower. As a result, stress reduction, improved performance, and job satisfaction all add up to the ultimate goal of higher rates of retention.



<https://www.pinterest.co.uk/pin/242561129943679702/>

From: Sharon Evans (HEIW)
Sent: 08 January 2021 16:13
To: Ruth Taylor (HEIW)
Cc: Emma Carrington (HEIW)
Subject: RE: CIPD - Contributing to the Management of Change
Attachments: Gantt Chart - onboarding.xlsx; HEIW New starters Checklist - First 90 days.docx; Change Plan - onboarding.docx

Hi both,

Thank you for your email.

As outlined in the below information, I approached Ruth and Emma to design a blended (but predominately virtual) induction process to welcome new starters to the Workforce and OD Directorate – two of which would be joining my team. Whilst HEIW has a robust induction programme, due to Covid-19 we needed to ensure new starters felt as welcomed and had access to all necessary resources via a virtual process as they would have done through the existing in-person approach. Both Ruth and Emma approached this methodically, taking the time to review and assess the existing process and translating this into a virtual process. The process they devised ensured our new starters felt welcomed, by arranging pre-start date introductory meetings with the team, arranging IT equipment to be ready on their start date and explaining what to expect in the first three months of joining the organisation.

Starting a new role and joining a new organisation is both an exciting and nerve racking experience. This was further perpetuated by the current situation and there was the potential for our new starters to feel isolated by having to work virtually. Ruth and Emma addressed this issue by setting up an informal peer support group, which supplemented 1:1 meetings with their respective line managers. It also allowed our new starters to connect with others in the same position and have a place where they could access hints, tips and support from Ruth and Emma.

I look forward to reviewing the results from the pulse survey and focus group with Ruth and Emma. Initial feedback through my 1:1 meetings with new team members has confirmed that this process has been a success.

Cofion caredig Kind regards

Sharon

Sharon Evans

Pennaeth Gyrfaoedd ac Ehangu Mynediad Head of Careers and Widening Access
Addysg a Gwellu Iechyd Cymru (AaGIC) Health Education and Improvement Wales (HEIW)

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[NHSWalesCareers](https://www.facebook.com/NHSWalesCareers)

Helpwch arbed papur – oes angen i chi printio'r e-bost yma?
Help save paper - do you need to print this e mail?

From: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Sent: 07 January 2021 08:38
To: Sharon Evans (HEIW) <Sharon.Evans25@wales.nhs.uk>
Cc: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>
Subject: CIPD - Contributing to the Management of Change

From: Angie Oliver (HEIW)
Sent: 16 July 2020 10:20
To: Ruth Taylor (HEIW)
Subject: RE: idea for new starters in W&OD

Follow Up Flag: Follow up
Flag Status: Flagged

I think this is an excellent idea – thank you

Cofion cynnes

Angie

Mrs Angie Oliver
Deputy Director of Workforce & Organisational Development
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See our [NHS Wales Staff Wellbeing Covid -19 Resource](#)

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Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)



@AaGIC_GIG

From: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Sent: 16 July 2020 09:24
To: Angie Oliver (HEIW) <Angie.Oliver@wales.nhs.uk>
Subject: idea for new starters in W&OD

Hi Angie

Emma and I have been having a think about how we welcome the new team members in the workforce and careers teams and and thought it would be nice to set up an informal group with myself, Emma and Laura so the new members would have people they could ask for help with tasks etc. This would remove the necessity for them to go straight to their line managers. Also thought it would help them feel part of the wider team and supported. My thoughts were that we could meet weekly/fortnightly and talk a little bit about what we are working on, any challenges and also a bit of friendly chat.

Was concerned that with the current situation, they would feel a little isolated and they may be more confident to ask us for help rather than escalate small issues.

What do you think? I mentioned it to Clem and she thought it was a good idea. Would just need to speak to Claire and Sharon.

Thanks

Ruth & Emma

Ruth Taylor

**Cynghorydd Gyrfaedd ag Ehangu
Mynediad**

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NHS Wales welcomes correspondence in Welsh or English. Corresponding in Welsh will not lead to any delay.

Mae GIG Cymru yn croesawu gohebiaeth yn Gymraeg neu yn Saesneg. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.

Evidence 6

Change Plan

Created by	Emma Carrington & Ruth Taylor
Date	1 August 2020
Version	1

Vision and Objectives
To enable HEIW to continue to recruit to vacant and new posts during the COVID-19 pandemic and associated restrictions, the onboarding process for new starters needs to be adapted to ensure new starters feel supported, capable of carrying out their duties effectively and are able to perform at the necessary level, whilst feeling part of the HEIW wider family and are able to contribute in a way that adds value. A successfully adapted onboarding process to support new starters will aid retention and ensure they can perform at the same level should they have progressed through the original onboarding process, involving full attendance at the office. The process will need to be predominately virtually, with attendance at the office if restrictions allow.
Activities to achieve objectives (<i>attach Gantt chart</i>)
• Pre-start date introductions to immediate team • Sharing of key organisation documents – values, induction handbook • Face to face immediate team introductions • Provision of IT equipment and training on use • Set up of peer support group and regular meetings diarised • Directorate team introductions • Corporate induction • Wider organisation introductions • Pulse survey • Amendments
Business case (<i>evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks</i>)
Benefits Demonstration of HEIW values – together as a team, respect for all, ideas that improve Develop sense of belonging and improved wellbeing Flexibility Ability to meet wider organisation colleagues Improved support network, offering a safe space to talk about how they are feeling, performance and ask for assistance from their peers. Issues/risks Feeling of isolation Not understanding role purpose Lack of confidence Burnout Presenteesim Significant screen time
People affected (<i>stakeholders – employees, particular employees, customers, shareholders</i>)
New starters

Scope of change (<i>eg one site, one product group</i>)
Workforce & OD Directorate only with the intention to share experiences and learning with the People Team, allowing wider sharing with the organisation.
Roles (<i>project manager, sponsor, team members</i>)
Lead – Line Managers Change champions – Emma Carrington and Ruth Taylor IT department People Team Wider teams
Communication strategy (<i>attach communication plan, list of change champions</i>)
See attached
Support to be offered (<i>advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan</i>)
Directorate peer support and regular 1:1 meetings with line manager and immediate team
Timings and milestones (<i>see Gantt chart</i>)
As above Onboarding starts prior to start date and runs over the first three months in post, with continued support offered thereafter as required.
Resources required, including cost (<i>equipment, time, people, materials, guidance</i>)
IT equipment Protected time to attend peer support group Allowance of time to attend induction, training etc Access to business related documents (as appropriate)
Monitoring activities
Pulse surveys Focus group
Success Measures
A positive response to pulse surveys in relation to the first three months in post. New starters feel included, feel they are adding value and are confident that support is available to them if required.

Communication Plan

Company profile	HEIW is a Special Health Authority and is the 11 th member of the NHS Wales family. It has a leading role in the education, training, development and shaping of the healthcare workforce in Wales, supporting the healthcare needs of the Welsh population. It employs 450 staff, the majority of which work from their main offices in Cardiff with the remainder working remotely across Wales.
Issue	The COVID-19 pandemic and associated restrictions lead to all recruitment in HEIW being stopped due to the inability for candidates to undergo face to face interviews and the inability to provide an effective induction process to new starters. With the roll out of technology including Microsoft Teams, HEIW were able to restart recruitment. However, it was quickly realised that the onboarding process would need to be adapted to ensure new starters felt welcomed to the organisation, understood their role and responsibilities and had the necessary support in place to ensure a smooth transition into both the workplace and a new way of working.
Research	According to Glassdoor a strong onboarding process improve new hire retention by 82 percent and productivity by over 70 percent (Laurano, 2015) CIPD 2020 Resourcing and talent planning survey, discovered 42% of organisations are improving their induction process to enhance retention (CIPD, 2020). This highlights the importance of HEIW developing an effective virtual onboarding/induction process for their staff.
Communication objectives	• Ensure new starters understand how they will be required to work • Ensure new starters understand what impact the restrictions will have on the way they work • How appropriate support will be in place to introduce them to the organisation
Audiences	New starters in the Workforce & OD Directorate
Key messages	• This is a significant change for everyone • The adaptations are intended to lead to a positive induction experience • All necessary support will be available and continue to be so
Tactics/channels	• Line managers via 1:1s and team meetings • Team members • Change champions via peer support group
Risks	New starters feel isolated and do not undergo satisfactory onboarding/induction, leading to a negative impact on wellbeing, causing demotivation, decreased performance and feeling undervalued. This could ultimately lead in new starters leaving the organisation.
Measurement	Frequent staff engagement to measure effectiveness of change and the impact it is having on individuals and their teams. Make use qualitative measures, including pulse surveys and focus groups.
Review	Ongoing review and reflection to measure success and impact, make adjustments and recommendations to be shared with the wider organisation.

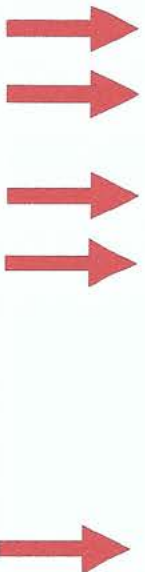
Change Champions

Change Champion	Department
Exec Team	Exec Office
J A	People Team
S M	Workforce Transformation
B B	Health & Safety
C P	Corporate Services and Planning
C P	Workforce Planning
Ruth Taylor	Careers & Widening Access
Emma Carrington	Health & Wellbeing
K M	Dentistry
M A	Pharmacy
T L	Secondary
H B	Primary Care
R B	Finance
A P	Comms
J B	Digital
L W	Professional Support Unit

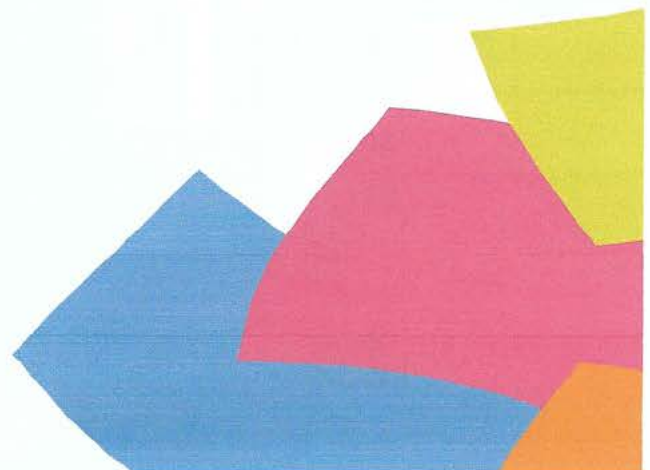


HEIW New Starters Checklist – First 90 days

	Day 1	Week 1	Month 1	Month 2	Month 3
Meet the team	✗				
Team/HEIW overview	✗				
Tour of the building	✗				
ID badge	✗				
IT setup/collection	✗				
Printer setup	✗				
Sickness process	✗				
DSE/Risk assessments	✗				
Mandatory					
Corporate Induction			✗		
Mandatory training			✗		
Objective setting			✗		✗
Personal details on ESR		✗			
Technology					
Using ESR		✗			
Using Teams/Skype	✗				
Using Expenses				✗	
Using Service Desk				✗	
Room bookings		✗			
Intranet		✗	✗		
Using Oracle				✗	
Using Y Ty Dysgu			✗	✗	✗
Pastoral					
WOD Peer support group			✗	✗	✗
H&WB web pages		✗			
Social teams channels			✗		
Organisational groups			✗	✗	✗
Meet other teams			✗	✗	✗
Regular team catch ups	✗	✗	✗	✗	✗
Key documents					
IMTP		✗			
A Healthier Wales			✗		
Future Generations			✗		
Workforce Strategy for H&SC			✗		
Key HEIW policies			✗		
Other					
Tasks to increase understanding of team and HEIW		✗	✗	✗	✗



*Timescales are subject to change due to COVID-19



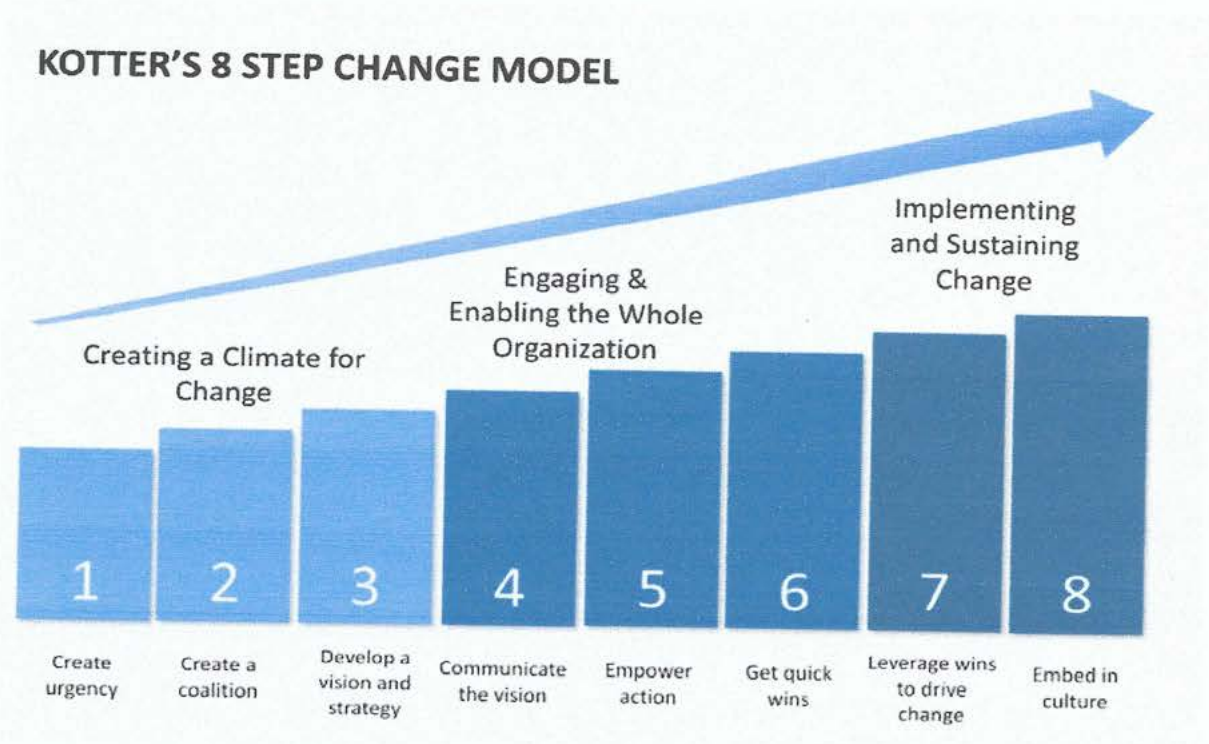
Onboarding plan

Individual Pre-start date	Team pre-start date	Start date	Face to face team introductions	Provision of IT equipment & training on use	Bi-weekly 1:1 meetings with line manager	Peer support group meetings	Directorate team introductions	Corporate inductions	Wider organisation introductions	Pulse survey	Pulse survey analysis	Focus Group	Recommendations for improvement
03/08/2020	10/08/2020	17/08/2020	24/08/2020	31/08/2020	07/09/2020	14/09/2020	21/09/2020	28/09/2020	05/10/2020	12/10/2020	19/10/2020	26/10/2020	02/11/2020
09/11/2020	16/11/2020	23/11/2020	30/11/2020	07/12/2020	14/12/2020	21/12/2020	28/12/2020	04/01/2021	11/01/2021	18/01/2021			

Responsibility	
Line Manager	
Emma Carrington	
Ruth Taylor & Emma Carrington	
Other (IT, People Team etc)	

Evidence 10

John Kotter's 8 step process for leading change



<https://culcjoelkx.wordpress.com/2018/11/12/theme-4-leadership-changes/>

Evidence 11

HEIW IMTP - CORE VALUES

Respect for all - in every contact we have we have with others.	Together as a team - we will work with colleagues, across NHS Wales and with partner organisations.	Ideas that improve – harnessing creativity and continuously innovating, evaluating and improving.
We Will • Actively listen – make time to listen, to hear, and respond to everyone's views; • Seek to understand alternative viewpoints and see things from others' perspectives; • Challenge constructively and objectively and deal with disagreement quickly and respectfully maintaining peoples' dignity; • Respect other people's expertise and trust people to do their jobs; • Take personal responsibility for our actions and have the confidence to admit mistakes and apologise; • Treat people fairly and equitably according to their needs; • Value all differences not just professional backgrounds, experience and skills.	We Will • Seek out, recognise and value the knowledge skills and experience of others from within HEIW and across our stakeholders; • Openly receive contributions from colleagues and partners; • Work hard for each other, contribute our best whether we are leading or supporting work; • Work collaboratively; • Be open and transparent and work towards shared objectives; • Have fun.	We Will • Be creative, curious and future thinking; • Challenge the status quo and suggest constructive solutions; • Take a positive approach to challenges and problems; • Drive informed innovation and improvement for patients, staff and learners; • Empower staff, teams and partners with skills to improve; • Seek out and respond to feedback from patients, learners, staff and partners; • Talk up and celebrate success; • Embrace and learn from mistakes; • Focus on the 'whys' - the purpose and the outcome; • Create and protect time and space for reflection and evaluation.
We will not • Allow challenges or differences of opinion to become personal; • Behave in a way which could be perceived as bullying; • Exclude others;	We will not • Withhold important relevant information; • Forget to communicate with each other;	We will not • Behave in a negative or "can't do" way; • Be defensive when challenging existing ways of working; • Think we know best; • Allow obstacles to stop improvement;

• Behave in a way which could be perceived as prejudicial; • Give preferential treatment; • Dominate discussions or approaches.	• Lack loyalty towards each other and HEIW; • Work rigidly to defined boundaries.	• Blame others for mistakes.
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HEIW IMTP Executive Summary

This IMTP is centred around 6 Strategic aims, 4 of which are externally facing and 2 are predominantly internally facing and about how we work with others. Together they present HEIW with the opportunity to make a real difference to patients, quality of care, trainee and student experience and the wellbeing of the NHS workforce culture. These are:

- To lead the planning, development and wellbeing of a competent, sustainable and flexible workforce to support the delivery of 'A Healthier Wales'
- To improve the quality and accessibility of education and training for all healthcare staff ensuring that it meets future needs
- To work with partners to improve collective leadership capacity in the NHS
- To develop the workforce to support the delivery of safety and quality
- To be an exemplar employer and a great place to work
- To be recognised as an excellent partner, influencer and leader.



Our vision is “**Transforming the workforce for a healthier Wales**” which was developed through engagement with staff, stakeholders and partners. We deliver this vision using our PEOPLE principles:

P	Planning ahead to predict and embrace changes and build a sustainable health and social care system
E	Educating , training and developing staff to meet the needs of patients and citizens in line with prudent healthcare principles
O	Offering opportunities for development to new and existing staff from all professional and occupational groups throughout career pathways
P	Partnership working to increase value for our citizens, patients, learners and staff
L	Leading the way, through continuous learning, improvement and innovation
E	Exciting, Enthusing, Engaging, Enabling and Empowering staff across all professional and occupational groups



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03/09/20: Peer Support Group Introductory Meeting:

Emma Carrington (Project Officer, Health & Wellbeing)
Ruth Taylor (Careers & Widening Access Advisor)
Laura Watts (Clerical Assistant, Health & Wellbeing),
Ffion Bodilly (Leadership & Succession Programme Support Officer)
Beckie Chandler (Workforce Strategy and Planning Officer)

Introductory meeting managed through Ruth and Emma to provide a support network for colleagues with similar administrative roles. Discussion about opening up a shared Teams channel for the group (there is a 'useful documents' channel within CAWA but don't believe others have access).

The meeting also discussed the different groups available within HEIW, for example, social and Health and Wellbeing etc. which could request to join.



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07/10/20: Peer Support Group Meeting:

Emma Carrington (Project Officer, Health & Wellbeing),
Ruth Taylor (Careers & Widening Access Advisor)
Laura Watts (Clerical Assistant, H&W),
Beckie Chandler (Workforce Strategy and Planning Officer) and
Helen Shaw (Administration Support).

Catch-up support meeting, with a welcome to Helen who has joined the Team as Angie's PA. The meeting shared information on health & wellbeing resources, use of JISC, Teams channels and note on issues with updates on Eventbrite. Next meeting planned for the 3rd November.



Values Based Performance Appraisal & Development Review

For use by all staff (except casual workers) **DRAFT**

Name:	Click or tap here to enter text.	Job Title:	Click or tap here to enter text.
Name of Manager:	Click or tap here to enter text.	Date of Meeting:	Click or tap here to enter text.

1. Self-Assessment

1.1

End of Year review of the previous six months / year

for completion in April

Please refer back to the previous / most recent appraisal documentation to support your review.

Individual SMART objectives – <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant and <u>T</u> ime-bound			
	What was expected of you?	Was this objective met? If so, what impact did this have? If not, please consider the support that may be required to help deliver the objective.	What worked well, what did not work so well. What would you do differently?
1			
2			
3			
4			
5			

Manager comments
Click or tap here to enter text.

1.2

Have you demonstrated our values in your behaviour?

For discussion: Please refer to the findings of the '360 degree feedback', together with our 'Values and Competencies' framework. Which of the values were evident when you were working to complete the

objectives above? Were there any values that were not used? Why? Could any of them be used differently next time to help obtain a different result or outcome?

Employee comments
Click or tap here to enter text.

Manager comments
Click or tap here to enter text.

1.3	Talent and career planning	For completion in April
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The focus of this section should be on your potential and aspirations for future career development, along with your professional registration requirements.

Employee to complete: Thinking about your current role, your life and your career are you.

Unsure of this role? You're new to the role or this may not be the right role for you	Content with this role? You just want to do this role well	Content with this role? You want to develop further within this role	Ready for more? You want to be challenged further or take the next step in your career	Ready for more? But feel that you cannot due to a restriction / constraint or a challenge
---	--	--	--	---

Why have you chosen the option you have?	Click or tap here to enter text.
What do you like about the current job you do? What don't you like and why?	Click or tap here to enter text.
What support do you need from your manager, the team or the organisation to fulfil your potential?	Click or tap here to enter text.

What Learning and Development have you undertaken this year:	Click or tap here to enter text.		
Following discussion, what was agreed regarding your readiness to progress?	☐ Now	☐ 1 Year	☐ 2 to 3 years

1.4

Personal development planning (PDP)**For completion in April**

The Personal development plan underpins and supports the delivery of objectives, career aspirations and values and behaviours. How will this be achieved? Managers are asked to consider blended learning opportunities (*i.e. coaching, mentoring, job shadowing, e-learning, as well as formal classroom training*). Interventions that incur a cost are subject to a learning and development bid being submitted to Executive in June. Academic qualifications are subject to a formal business plan being considered and approved in accordance with the 'Access to Learning and Development' policy.

Personal Development Plan:

Please refer to information about the training and support available from HEIW Please also consider shadowing, projects, research, coaching/mentoring, 360 Feedback, as well as formal training opportunities.

Click or tap here to enter text.

1.5

Professional requirements and continuing professional development**For completion in April**

The focus of this section should be on your potential and aspirations for future career development, along with your professional registration requirements.

Name of professional and or clinical body. (i.e. GMC, NMC, HCPC, and any other Continuing Professional Development Requirements)	
Clinical and professional requirements needed for your role (if applicable)	(i.e. proof of up to date PIN, registration with GMC, NMC or HCPC as appropriate and CPD) Confirmation that you are pro: Click or tap here to enter text.

Annual Nursing and Midwifery Council (NMC) Revalidation Review

<i>Ensure NMC Code of Conduct is available at meeting</i> Manager to check that employee is working towards NMC Revalidation. Use Objectives/PDP section to ensure appropriate preparation for revalidation. Ensure professional portfolio is up to date	Date of Revalidation	Click or tap here to enter text.	
	Criteria	Yes/No	Comments/Actions
	Progressing to meet NMC Revalidation requirements. 450 Practice Hours CPD – 35 hrs (20 participatory) Practice Related Feedback x5 Reflections x5 (Min. over 3 year period)	☐	Click or tap here to enter text.
	Continues to remain competent for practice by meeting the requirements of the NMC Code	☐	Click or tap here to enter text.
At year 3 please complete the Confirmation of NMC Revalidation form, (this may be completed up to 1 year prior to revalidation date)			

2.1

Objectives for the year ahead

For completion in April

Line managers should consider how the employee being appraised can support HEIW's Corporate and Team objectives when setting individual objectives.

Team Objectives What are the team / departments primary objectives this year to support the organisational strategy / objectives?

Please agree SMART objectives (i.e. *Specific, Measurable, Achievable, Relevant, and Time-bound*).

Individual SMART objectives – <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant and <u>T</u> ime-bound			
	What is expected of you? <i>Specific, Achievable, Relevant</i>	Measure of success <i>Measurable</i>	When is this to be achieved by? <i>Time Bound</i>
1			
2			
3			

4			
5			

Employee comments

Click or tap here to enter text.

Manager comments

Click or tap here to enter text.

3.1

Review of the previous six months

For completion in September

In looking back at all of the one to one meetings over the last six months, please outline the main successes, achievements and challenges over the previous 6 month that has been discussed. Please refer to manager/employee guidance for information.

Employee comments

Click or tap here to enter text.

Manager comments

Click or tap here to enter text.

3.2

Do you demonstrate our values in our behaviour?

Here you need to consider what was done well and what could be done better, providing evidence and examples for discussion.

Employee comments

Click or tap here to enter text.

Manager comments

Click or tap here to enter text.

From the review, is there anything that you would like to share across HEIW as a potential case study for consideration in the next HEIW Employees Awards event?

Click or tap here to enter text.

Employee Signature:	
Manager Signature:	

Date:	Click or tap to enter a date.
Date:	Click or tap to enter a date.

Manager Checklist

- ☒ Record on ESR ‘
- ☐ Set the dates for one to one meetings and the next Performance Appraisal

Contents

EqlA in 10 Steps

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Step 4: Examine the Evidence Gathered So Far	10
Step 5: Judge/Assess Impact	11
Step 6: Consider any Alternatives which will Reduce or Eliminate any Negative Impact	12
 Outcome	 13
Step 7: Outcome.....	14
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Step 9: Publish the Results/Outcome	17
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GUIDANCE NOTE: WRITING BOARD AND COMMITTEE REPORTS FOR HEIW

"To do our work, we all have to read a mass of papers. Nearly all of them are far too long. This wastes time, while energy has to be spent in looking for the essential points...Let us not shrink from the short expressive phrase, even if it is conversational...The saving in time will be great, while the discipline of setting out the real points concisely will prove an aid to clearer thinking."
[Winston Churchill in a memo to his staff entitled 'Brevity', 9 August 1940]

To be effective a report presented for consideration by a Board or Committee must contain the relevant facts, analysis and evidence which support the final conclusions and recommendations. Bear in mind the following:

- (a) the Board or Committee must be given the information that it needs in order to be able to do what it is being asked to do;
- (b) information that is not required for the main body of the report but which may help the Board or Committee to further understand it is best placed in an appendix;
- (c) use short, simple words with short sentences organised into short paragraphs. Plain English guidelines recommend that the most effective sentences contain on average 15 - 20 words;
- (d) charts and diagrams should only be included if they are necessary for the reader to understand the report or make a key contribution to enforcing a particular point;
- (e) Board or Committee Members will not have time to read long reports, so include vital information only and use the minimum amount of space. A cover sheet is required for all reports and where possible reports should be of no more than six sides in length, excluding appendices
- (f) stick to plain English and avoid jargon
- (g) to plan ahead when developing reports as all reports must be considered first at the weekly Executive team meetings before being presented to Committees or the Board and:
 - i. for the Board all reports must then be received by the Board Secretary 10 calendar days before the Board date;
 - ii. and for a Committee all reports must be received by the Board Secretary and Executive Lead 10 calendar days before the Committee date.

Some of the most common problems with Board or Committee reports include cases where:

- a. the purpose of the report has not been explained clearly – why is it being presented and what is it trying to achieve?
- b. the report has not said what the recipients are supposed to do with it – do they simply have to note its contents, or are they expected to approve a recommendation contained in the report?

- c. the full implications of recommendations contained in the report have not been expressed clearly – what do they actually commit the Health Board to do? Will any additional expenditure (or savings) be involved? If so when, and how much? Do the proposals carry any risks, or any implications for different equality groups?
- d. any previous discussions associated with the report have not been disclosed – has an earlier version of the report, or at least the same topic, already been discussed by another Board or Committee? If so, what was the outcome?
- e. the draft report has not been proof read properly, and irritating mistakes have appeared in the final version.

The template for reports is attached at the end of this document.

If you are required to attend a Board or Committee meeting to present your paper, please bear in mind that normally you will only be allocated a **maximum of two minutes** to introduce it. Bearing this short time allocation in mind, you should keep any framing/introductory comments to a minimum in order to allow as much as time as possible for discussion. In other words, do **not** talk through the detail of the paper but assume that the members have read the paper in advance of the meeting.

Precedent Report for Board and Committees



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Meeting Date				Agenda Item	
Report Title					
Report Author					
Report Sponsor					
Presented by					
Freedom of Information	Open or Closed (*)				
Purpose of the Report	In this section, explain in no more than [5] lines what the paper is about and what it is endeavouring to achieve. The paragraph should be clear and concise and should state why the paper is being submitted to the Board or Committee.				
Key Issues	Key points of the paper, how this supports the achievements of the Health Board's corporate objectives, overview of risk implications. Include the main details on page 2 of the report.				
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance	Approval	
Recommendations	Members are asked to: • Note/Receive/Consider/Approve/Recommend/Endorse <u>Items for information will not be allocated time for consideration within the Board/Committee meeting.</u>				

*- (wording in red is for guidance only and should be deleted)

TITLE OF REPORT

1. INTRODUCTION

This section should provide a concise statement of what the report is setting out to achieve.

2. BACKGROUND

This section's purpose is to explain in more detail the key issues that the Board or Committee is being asked to consider.

3. PROPOSAL

This section should outline the proposal. Where appropriate it should set out the evidence and arguments for and against any proposed action(s) that the Board or Committee is being asked to take.

4. GOVERNANCE AND RISK ISSUES

This section should indicate whether any matters addressed in the report carry a significantly increased level of risk for the Health Board – and if so, the steps that will be taken to mitigate the risk - or if they will help to reduce a risk identified on a previous occasion.

This section should indicate whether due regard has been taken of any potential equal opportunity implications arising from matters addressed in the report. Some proposals, particularly those relating to policies, procedures, or delivery of services may require an equality impact assessment to be carried out. This section should include brief details of the outcome of such assessments, and confirm whether any mitigating actions will need to be taken as a result.

5. FINANCIAL IMPLICATIONS

This section should summarise the financial implications that flow from any recommendations that the Board or Committee is being asked to approve. It must be made clear whether the required resource is already accounted for and available (fully or only in part) in the relevant financial plan, and whether an additional allocation will be required.

6. RECOMMENDATION

This section should identify any recommendations which flow from the conclusions reached in the report. In most cases, unless the Board or Committee is simply being asked to note the report, this will usually involve a recommendation for a certain course of action to be taken by or on behalf of the Board or Committee.

Governance and Assurance			
Link to IMTP strategic aims (please ✓)	Strategic Aim 1: To lead the planning, development and wellbeing of a competent, sustainable and flexible workforce to support the delivery of 'A Healthier Wales'	Strategic Aim 2: To improve the quality and accessibility of education and training for all healthcare staff ensuring that it meets future needs	Strategic Aim 3: To work with partners to influence cultural change within NHS Wales through building compassionate and collective leadership capacity at all levels
	Strategic Aim 4: To develop the workforce to support the delivery of safety and quality	Strategic Aim 5: To be an exemplar employer and a great place to work	Strategic Aim 6: To be recognised as an excellent partner, influencer and leader
Quality, Safety and Patient Experience			
Explain in no more than [5] lines the quality, safety and patient experience implications of the proposal. Once again, this should take the form of an executive summary approach.			
Financial Implications			
Explain in no more than [10] lines the financial implications of the proposal. Once again, this should take the form of an executive summary approach.			
This section might include comments on whether the expenditure is budgeted or unbudgeted, the proposed timing of the expenditure and cash flow implications. If a detailed business case has been prepared for a proposal, the major financial points of the case should be summarised here. Preparation of this section should follow Financial Guidance Note xx and be cleared by the relevant Unit Financial Business Partner or Assistant Director of Finance.			
Legal Implications (including equality and diversity assessment)			
Briefly identify the known and/or potential legal considerations of the recommendations, including the legal duty to comply with the Health Board Governance Framework. Includes details as to the equality and diversity impact of the recommendation (if any) and a brief description of how this will be addressed.			
Staffing Implications			
Briefly identify the known and/or potential staffing implications of this proposal/paper.			
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)			
Briefly identify how the paper will have an impact of the "The Well-being of Future Generations (Wales) Act 2015, 5 ways of working.			
Report History	Refer to previous reports presented on the same issue/item including any patient and public engagement. If this paper has been considered by other committees, the dates and the name of the committee that considered it should be detailed here.		
Appendices	Supporting information to the report should be listed here.		

EV14

From: [Emma Carrington \(HEIW\)](#)
To: [Sion Ford \(HEIW\)](#); [Rubeca Williams \(HEIW\)](#); [Beckie Chandler \(HEIW\)](#)
Subject: Introductory meeting: Health and Wellbeing
Start: 3 September 2020 09:30:00
End: 3 September 2020 10:30:00
Location: Microsoft Teams Meeting

Hi all,

I would like to take this opportunity to congratulate you on your new post and welcome you all to HEIW.

As part of the induction process, Sharon is keen for you to meet with all directorates. As part of your induction, I would like to invite you to a meeting I will be facilitating, to discuss the HEIW Health and Wellbeing agenda, along with the link to the national programme.

If the above date and time is not convenient, please let me know and I will do my best to arrange an alternative.

I look forward to meeting with you.

Kindest regards,

Emma

Microsoft Teams meeting

Join on your computer or mobile app

Click here to join the meeting <https://teams.microsoft.com/l/meetup-join/19%3ameeting_MjIxZTY4OTMtMmJhOS00NDdjLTlmYmYtOWYxZmM4NmM0YjA0%40thread.v2/0?context=%7b%22Tid%22%3a%22bb5628b8-e328-4082-a856-433c9edc8fae%22%2c%22Oid%22%3a%229d392f85-3fa4-4863-925c-d928ebc5e4da%22%7d%7d>

Join with a video conferencing device

teams@nhs.wales.onpexip.com <<mailto:teams@nhs.wales.onpexip.com>>

Video Conference ID: 124 345 411 3

Alternate VTC dialing instructions <<https://pexip.me/teams/nhs.wales.onpexip.com/1243454113>>

Or call in (audio only)

+44 20 3321 5246,,135096249# <<tel:+442033215246,,135096249#>> United Kingdom, London

Phone Conference ID: 135 096 249#

Find a local number <<https://dialin.teams.microsoft.com/c74cc4b4-ef99-4ee1-8880-bfd7bfd6d5c?id=135096249>> | Reset PIN
<<https://mysettings.lync.com/pstnconferencing>>

<<http://home.wales.nhs.uk/teams/nhs-logo.png>>

Learn More <<https://aka.ms/JoinTeamsMeeting>> | Meeting options <https://teams.microsoft.com/meetingOptions/?organizerId=9d392f85-3fa4-4863-925c-d928ebc5e4da&tenantId=bb5628b8-e328-4082-a856-433c9edc8fae&threadId=19_meeting_MjIxZTY4OTMtMmJhOS00NDdjLTlmYmYtOWYxZmM4NmM0YjA0@thread.v2&messageId=0&language=en-US>

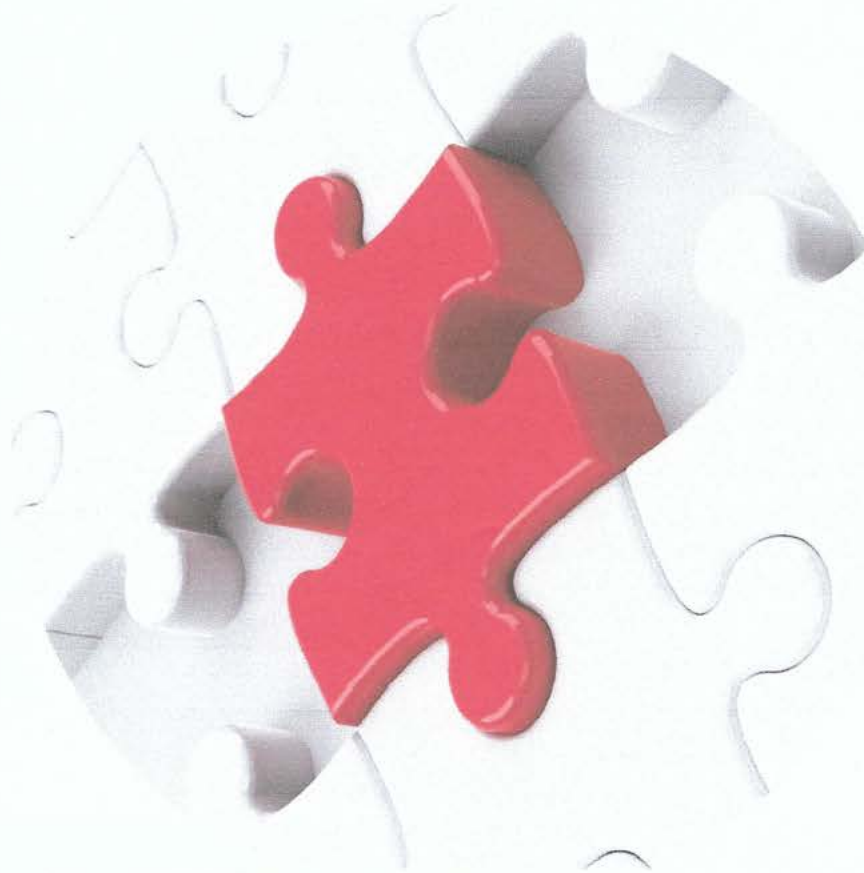


Seven Change Management Best Practices

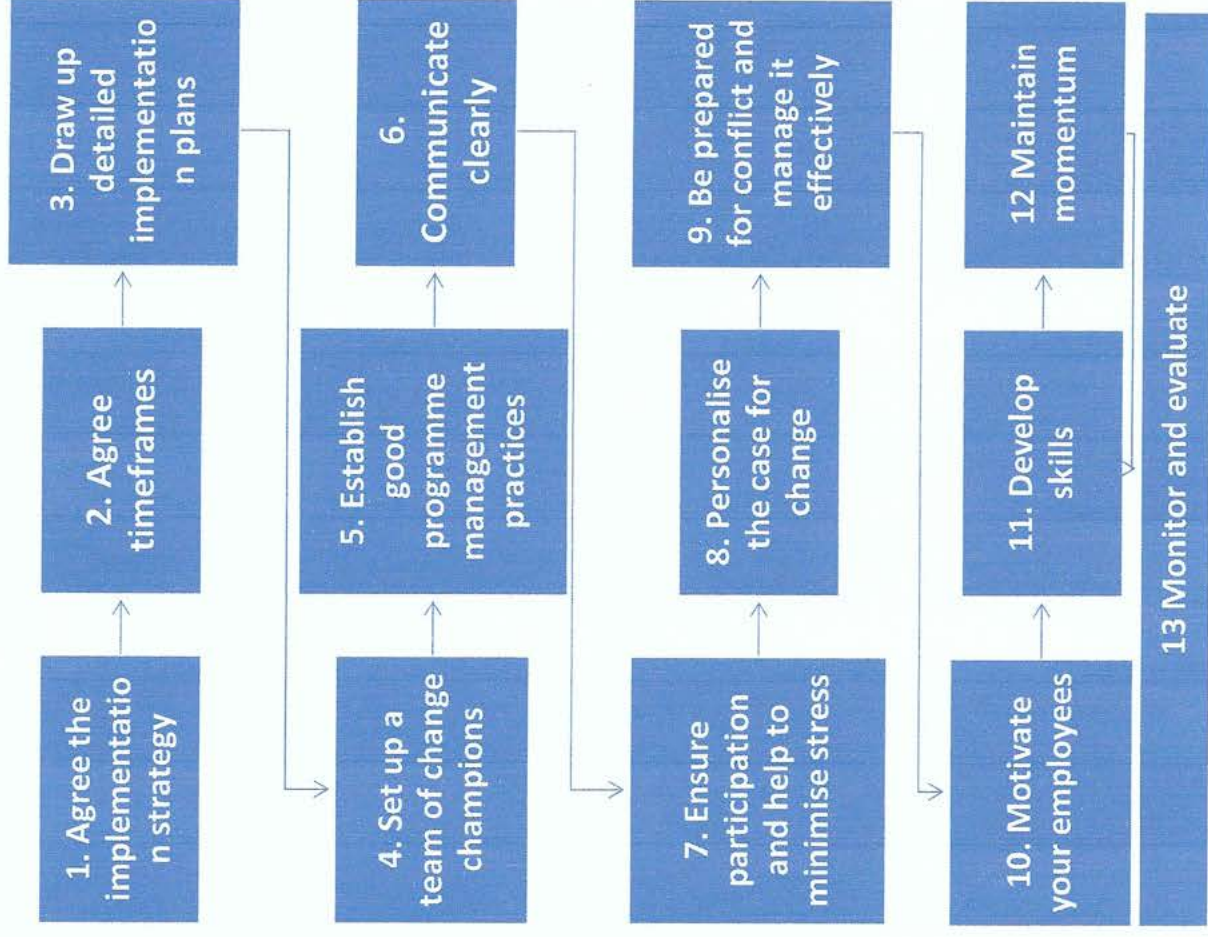
- Mobilise an active and visible executive sponsor
 - Dedicate change management resources
 - Apply a structured change management approach
 - Engage with employees and encourage their participation
 - Communicate frequently and openly
 - Integrate and engage with project management
 - Engage with middle managers
- 

<https://www.prosci.com/resources/articles/change-management-best-practices>

Best Practice



https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-040-Implementing_an_effective_change_programme.pdf



Emma Carrington (HEIW)

From: Rubecca Williams (HEIW)
Sent: 07 January 2021 12:26
To: Ruth Taylor (HEIW); Emma Carrington (HEIW)
Subject: RE: Meeting

Hi both,

Hope this is ok? Let me know if I've missed anything!

General Support:

My experience within HEIW has been fantastic. From the positive experience at my interview and the communication prior to my start date to the great welcome and continued support I receive, including my 1:2:1 and team meetings.

Although the nature of operation is different to other environments I have worked in, I've actually really enjoyed being able to work virtually. The introduction of the peer support group, newcomers network, having introductory meetings with other teams and the opportunity to be part of networks such as the health & wellbeing group has meant that I feel part of the organisation, connected and supported.

The peer support group in particular, which is run by Emma and Ruth has been of real value to me from both a work and personal point of view with giving me an informal, safe space to talk which I find really beneficial and I very much hope the group is able to continue.

Thank you.

Rubecca Williams

Cynorthwy-ydd Gyrfaoedd ac Ehangu Mynediad | Careers and Widening Access Assistant
 Addysg a Gwellu Iechyd Cymru (AaGIC) | Health Education and Improvement Wales (HEIW)
aaagic.gig.cymru | heiw.nhs.wales



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 Help save paper - do you need to print this e mail?

From: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Sent: 07 January 2021 11:02
To: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>; Beckie Chandler (HEIW) <Beckie.Chandler2@wales.nhs.uk>; Sion Ford (HEIW) <Sion.Ford@wales.nhs.uk>; Rubecca Williams (HEIW) <Rubecca.Williams@wales.nhs.uk>
Subject: RE: Meeting

Hi All

I just want to echo Emma's thanks for this morning. It was really helpful and I'm glad your first few months in HEIW have been a positive experience for you.

BW

Ruth

Ruth Taylor

Cynghorydd Gyrfaoedd ag Ehangu
Mynediad

Addysg a Gwellia Iechyd Cymru
(AaGIC)

Careers & Widening Access Advisor

Health Education and Improvement Wales
(HEIW)

From: Emma Carrington (HEIW) <Emma.Carrington@wales.nhs.uk>

Sent: 07 January 2021 10:35

To: Beckie Chandler (HEIW) <Beckie.Chandler2@wales.nhs.uk>; Sion Ford (HEIW) <Sion.Ford@wales.nhs.uk>;
(Rebecca.Hawkins@wales.gsi.gov.uk) <Rebecca.Hawkins@wales.gsi.gov.uk>

Cc: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>

Subject: Meeting

Hi all ,

Thank you so much for attending the meeting this morning, the support and comments from you guys has been invaluable and will help with future onboarding and further shaping of the peer support group.

As mentioned this morning Ruth and I would really appreciate a personalised paragraph outlining your feedback along with any comments / observations in relation to your experience so far.

If you need any further information, Ruth and I are happy to catch up further.

Thanks again all, we both really appreciate your support.

Best wishes

Emma

Emma Carrington (HEIW)

From: Sion Ford (HEIW)
Sent: 11 January 2021 15:33
To: Emma Carrington (HEIW)
Subject: CIPD Paragraph

Hi Emma,

Hope you had a good weekend. Sorry I didn't send this through last week, slipped my mind, but here's the "testimonial" paragraph for your CIPD:

"Emma's helped with setting up a group for myself and other colleagues where we can discuss what's going on with us, personally and professionally. The biggest achievement in her doing that is that it really is a safe space for us to have honest conversations – to be able to do that as a new starter has helped me to feel a part of the team and in a wider sense a part of the organisation; I don't feel like someone on the outside. Emma's also been instrumental in arranging some fantastic training opportunities, which have also really helped in their own way toward settling me into the organisation and feeling like I've met and established relationships with colleagues (even when we've never met face-to-face)."

Cofion! Regards

Siôn Ford (He/Him)

Swyddog Gyrfaoedd ac Ehangu Mynediad Careers and Widening Access Officer

Addysg a Gwellia Iechyd Cymru (AaGIC) Health Education and Improvement Wales (HEIW)



aagic.gig.cymru heiw.nhs.wales



@AaGIC_GIG @HEIW_NHS @NHSWalesCareers

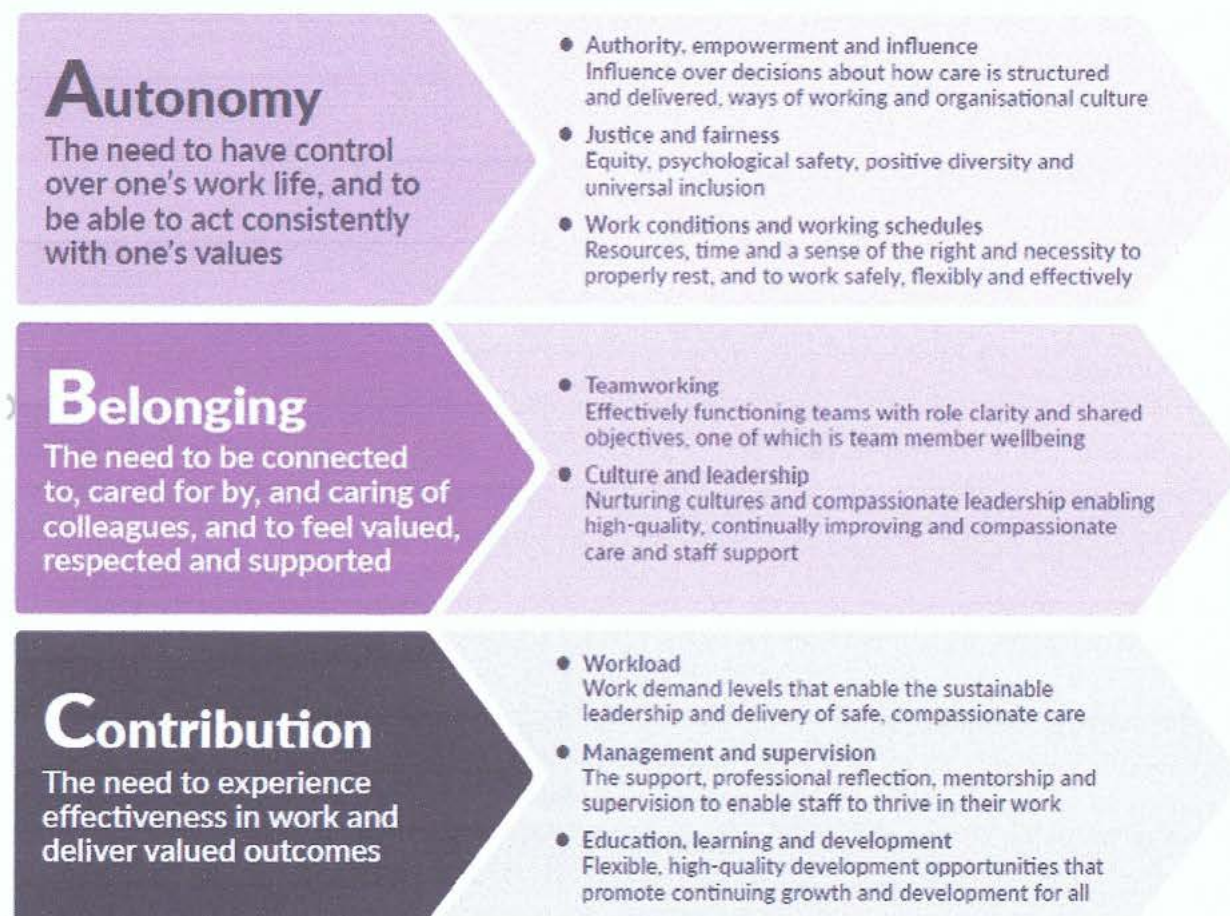


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Evidence 17

The ABC Framework of core work needs (specifically nurses and midwives, however, can be applied to the wider workforce)



<https://www.kingsfund.org.uk/publications/courage-compassion-supporting-nurses-midwives>

Workforce & OD New starter introductory meetings

EV 18

Area	Lead	Date
Apprenticeships	Liz Hargest	3 September 2020
Communications	Helen Cade	3 September 2020
Health & Wellbeing	Emma Carrington	3 September 2020
Nursing	Dawn Baker-Lari	8 September 2020
Digital, E-learning & content development	Jay Bevan & Tim Nicholls	8 September 2020
Equality, Diversity & Inclusion	Emma Kwaya-James	9 September 2020
People Team	James Cogle	10 September 2020
Data & Analytics	Leigh Butler Julie Trebble	10 September 2020
Welsh Language	Huw Owen	10 September 2020
Healthy Working Relationships	James Moore	17 September 2020
Graduate Programme	Emma Barnes-Lewis	17 September 2020
Compassionate Leadership	Emily Millar	17 September 2020
Learning & Development	Jeremy Ashdown	7 October 2020
Workforce Transformation	Gail Harries-Huntley Krysia Groves	19 October 2020
Workforce Planning	Clem Price Dee Udeze	19 October 2020
Allied Health Professionals	Wendy Wilkinson	20 October 2020
Education Contracting	Denise Parish	26 October 2020
Pharmacy	Bethan Broad	28 October 2020
Commissioning & Quality	Chrissy Love	29 October 2020
Social Care Wales	Andrew Bell	29 October 2020
Talent & Succession Planning	Jackie Parsons	26 November 2020
Train.Work.Live	Hilary Hopkins	5 January 2021
Welsh Health Student Forum	Carly Powell	14 January 2021
Widening Access	Sharon Evans	18 January 2021
Medicine	Tom Lawson	TBC
Dentistry	Kirsty Moons	TBC
Midwifery	Kerri Eilertsen-Feeney	TBC



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New Starter Employee Engagement Survey

Page 1

New Starter Employee Engagement Survey

Welcome to HEIW, and we hope that you are settling into your new role. At HEIW, we place a large importance on welcoming new staff to the organisation, and helping them to feel settled as quickly as possible.

This is even more important this year, where colleagues like yourself have joined us in these highly unusual circumstances where we are all working from home. We have already made some changes to the way that we welcome staff. We have created a newcomers network, and have revisited our induction programme, making sessions more interactive over three bite-sized sessions.

We appreciate there is still more for us to do, and we would like you to be open and honest in sharing how you feel about home working and HEIW. Your views and opinions are vitally important and will help us to build on the momentum we have already made.

This survey is confidential, and should take you no longer than five minutes to complete. You may leave your details if you would prefer to do so and we will contact you to offer further support. If you would prefer to talk to us, please contact us at any time via HEIW.organisational_development@wales.nhs.uk

Thank you / Diolch.

Health Education and Improvement Wales (HEIW) Consultation and Surveys Privacy Notice

Please click [here](#) to view HEIW's Consultation and Surveys Privacy Notice.

I am satisfied with... *Required*

Please don't select more than 1 answer(s) per row.

Please select at least 10 answer(s).

	Strongly disagree	Slightly disagree	Neither	Slightly agree	Strongly agree
the recruitment process	☐	☐	☐	☐	☐
the information and support I received in my first week at HEIW	☐	☐	☐	☐	☐
the services and functions HEIW provides	☐	☐	☐	☐	☐
my office laptop and email account	☐	☐	☐	☐	☐
my support networks (colleagues, fellow new starters)	☐	☐	☐	☐	☐
the help and support from my line manager	☐	☐	☐	☐	☐
advice and support from my team colleagues	☐	☐	☐	☐	☐
peer support within the directorate	☐	☐	☐	☐	☐
the HEIW induction	☐	☐	☐	☐	☐
the HEIW Newcomers Network	☐	☐	☐	☐	☐

If you have selected 'strongly disagree' or 'disagree', please let us know why you have chosen this option.

Please use this open text box to give us further feedback or suggestions

What could have made your start at HEIW even better?

Would you recommend HEIW as a place to work to others? *Required*

- ☐ Yes
- ☐ No
- ☐ Not sure

Please let us know why you have chosen this option *Required*

Please use this box to add any additional comments not covered above.

The People Team would be happy to provide further support (optional). Would you find this useful? *Required*

☐ Yes

☐ No

Please provide your name and details of preferred contact method.

Final page

Thank you for your time
Diolch yn fawr iawn



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NHS | Health Education and
WALES | Improvement Wales (HEIW)

Building a High Performance Team

Emma Carrington & Ruth Taylor

Rationale

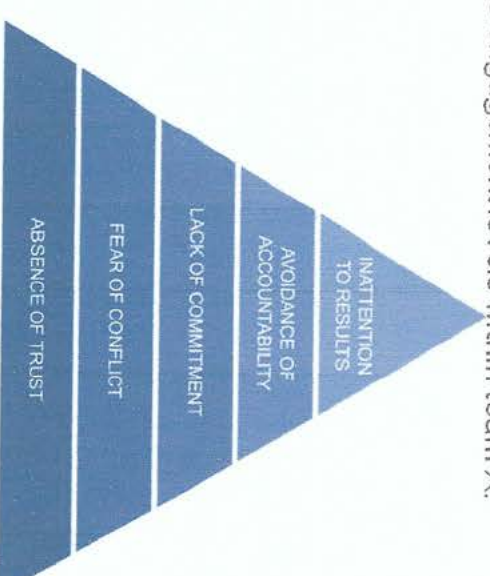
Pulse surveys, feedback from senior managers, line managers, employees and general observations demonstrated Lencioni's 5 behaviours of a dysfunctional team in Team X. Targeted intervention is required to improve engagement levels within team X.

Negative impact on:

- Engagement within the team and across the organisation
- Relationships
- Performance

Leading to:

- Distrust/lack of trust
- Lack of commitment
- Micromanaging
- Lack of motivation
- Inter-team conflict



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SMART Objectives

Increase levels of Trust in Team X within three months and demonstrate an ongoing commitment to positive employee engagement and working relationships

Specific – Improve levels of trust within 3 months.

Measurable – Demonstrable improvement in team X employee engagement score

Achievable – All that are involved are committed to improving team dynamics.

Relevant – Contribute to high levels of organisational engagement.

Time – positive effects can be achieved within three months

Team Structure

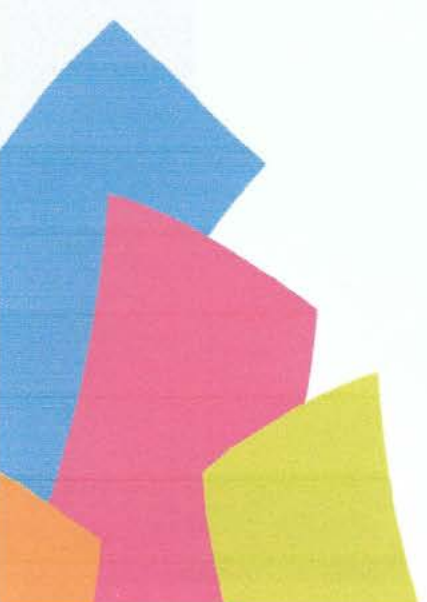
- Head x 1
- Programme manager x 4
- Team leader x 2
- Administrative support x 6



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Overview of Plan

- Contract to agree expectations from external provider
- 1:1s and base line Lencioni psychometric testing with team members and external provider to identify barriers to engagement (workshop 1)
- Analysis of baseline survey and psychometric testing by external provider
- External provider facilitate workshop to develop team-owned recommendations (workshop 2)
- Team-owned action plan developed (workshop 2)
- Plan implemented
- Measure success and reflection (workshop 3)
- Continuous evaluation



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Investment

Services of external HR consultant

- 3 x full day workshops
- Psychometric testing and analysis report inclusive of recommendations
- Support with implementation
- Support with measuring success

£10,950

Time

- 12 weeks

Who

- Team X
- External HR consultant

Evaluation method

Evaluation of training needs

Kirkpatrick 4 Levels of Training Evaluation model

Level 1: Reaction

Evaluate personal reactions to use of data collection tools – survey, 1:1, psychometrics

Level 2: Learning

Evaluate understanding of difference in behaviour/personality and impact on team dynamics

Level 3: Behaviour

Regular evaluation of extent behaviour change is impacting on team dynamics, performance and engagement levels

Level 4: Results

Evaluate effect on organisational KPIs to identify return on investment

Timeline

Who	
Team X	
People Team	
External Consultant	
Evaluation	

Task	WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	WK 7	WK 8	WK 9	WK 10	WK 11	WK 12	M 6	M 12
Contract agreement														
Workshop 1														
Baseline tests & interviews														
Analysis of testing & design of bespoke programme														
Workshop 2														
Develop team-owned action plan														
Self-directed learning														
Plan implementation														
Workshop 3														
Measure success and reflections														
Evaluate (Kirkpatrick Model levels)														



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Privacy Impact Assessment

[New starter onboarding]

Author: Emma Carrington

Project owner: Emma Carrington & Ruth Taylor

Approver: HEIW Governance Manager: xxxxx

Date: 02/02/21

NHS Health Education and Improvement Wales

Tŷ Dysgu

Cefn Coed

Nantgarw

CF15 7QQ

03300 585 005

<https://heiw.nhs.wales>



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Improvement Wales (HEIW)

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2. Screening Questions.....	4
3. Description of the project.....	5
4. Privacy Impact Assessment table	8
5. Requirement schedule	19

Appendices

Appendix 1 – Risk Type

Appendix 2 - Additional Guidance notes for completion of the Requirement
Schedule

Appendix 3 - Risk Scoring Tables



1 DOCUMENT HISTORY

1.1 Revision History

Date	Version	Author	Revision Summary
10/1/2019	Draft	xxxx	Redrafted for HEIW

1.2 Reviewers

This document requires the following reviews:

Date	Version	Name	Position
23/09/2020	0.1	Xxxxxx (HEIW)	Information Governance Manager

1.3 Authorisation

Signing of this document indicates acceptance of its contents.

Author's Name:	Emma Carrington		
Role:	Project Officer		
Signature:		Date:	02/01/21

Approver's Name:	Information Governance Manager		
Role:	Final approver		
Signature:		Date:	05/01/21

1.4 Document Location

Type	Location
Electronic	
Hard Copy	



2. Screening Questions

To be completed by the project lead

Please complete the table below. Answering "Yes" to any of the screening questions below represents a potential IG risk factor that will have to be further analysed to ensure those risks are identified, assessed and mitigated wherever possible by working through sections A, B and C of this document.

Category	Screening question	Yes/No
Identity	Will the project involve the collection of new information about individuals?	NO
Identity	Will the project compel individuals to provide information about themselves?	YES
Multiple organisations	Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?	NO
Data	Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	NO
Data	Does the project involve using new technology which might be perceived as being privacy intruding for example biometrics or facial recognition?	NO
Data	Will the project result in you making decisions or taking action around individuals in ways which could have a significant impact on them?	NO
Data	Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example health records, criminal records, or other information that people are likely to consider as private?	NO
Data	Will the project require you to contact individuals in ways which they may find intrusive?	NO

Document C – IG Requirements Schedule [New starter on Boarding]

The requirements schedule forms part of the Health Education and Improvement Wales (HEIW), Privacy Impact Assessment (PIA) process.

This document must be read in conjunction with the project description for [New Starter on boarding] (section A)

Following the review of the populated PIA table (section B) the Information Governance Manager and project lead/manager will agree the information governance / privacy requirements and record them on the IG requirements schedule.

Each requirement will be scored against the risk matrix at Appendix 3. The requirements schedule will be used to capture progress against each requirement and note the final outcomes. It should be stated whether the risks identified have been eliminated, reduced or accepted.

The schedule is designed to be a living document which is updated regularly as the development progresses.

Using red, amber and green (RAG) as progress indicators within the schedule, by the time the report and recommendations go to the HEIW Executive Team, all requirements should be green. However, dependent on the nature of the project and the issues raised it is possible that requirements may be amber or in an exceptional case even red; where this is the case the organisations involved must agree to accept any residual risk.

See Appendix 2 for further guidance on how to complete the requirements schedule.

Privacy Impact Assessment Process

Ref	Identified Requirement	Risk Assessment					Time-scale	Lead	Completion (RAG)	Comments / Progress / Further Action / Final Outcome
		Risk History	Likelihood	Impact	Score	Status (low, medium, high)				
		Residual								
		Initial	1	1	1	Low				
		Residual								
RQ1	DPIA to be reviewed with the project in six months.									Any substantial changes to the information used to access the platform would require a further DPIA.
		Initial								
		Residual								
RQ2										
Are any residual risks scored higher than 10? ☐ Yes ☒ No										
If Yes, has the ICO been consulted on the processing? ☐ Yes ☐ No N/A										

**Privacy Impact Assessment
Process**

If the ICO has not been consulted on the processing and a residual risk is scored higher than 10, please state the reasons for not consulting the ICO below.

--

Appendix 1 – Risk Type

Risks to individuals	Compliance risk	Associated organisation/corporate risk
• Inadequate disclosure controls increase the likelihood of information being shared inappropriately. • The context in which information is used or disclosed can change over time, leading to it being used for different purposes without people's knowledge. • New surveillance methods may be an unjustified intrusion on their privacy. • Measures taken against individuals as a result of collecting information about them might be seen as intrusive. • The sharing and merging of datasets can allow organisations to collect a much wider set of information than individuals might expect. • Identifiers might be collected and linked which prevent people from using a service anonymously. • Vulnerable people may be particularly concerned about the risks of identification or the disclosure of information. • Collecting information and linking identifiers might mean that an organisation is no longer using information which is safely anonymised. • Information which is collected and stored unnecessarily, or is not properly managed so that duplicate records are created, presents a greater security risk. • If a retention period is not established information might be used for longer than necessary.	• Non-compliance with the common law duty of confidentiality • Non-compliance with the duties in the Health & Social Care (Safety & Quality) Act 2015 • Non-compliance with Data Protection legislation. • Non-compliance with the Privacy and Electronic Communications Regulations (PECR). • Non-compliance with sector specific legislation or standards. • Non-compliance with human rights legislation.	• Non-compliance with Data Protection or other legislation can lead to sanctions, fines and reputational damage. • Problems which are only identified after the project has launched are more likely to require expensive fixes. • The use of biometric information or potentially intrusive tracking technologies may cause increased concern and cause people to avoid engaging with the organisation. • Information which is collected and stored unnecessarily, or is not properly managed so that duplicate records are created, is less useful to the business. • Public distrust about how information is used can damage an organisation's reputation and lead to loss of business. • Data losses which damage individuals could lead to claims for compensation.

Appendix 2

Additional Guidance notes for completion of the Requirement Schedule

- **Ref** - Unique number allocated to each requirement (RQ) within the schedule, the reference number should be noted against the relevant question in the PIA table.
- **Identified Requirement** – Details of the IG requirement identified and a brief description of the risk posed if the requirement is not addressed. The Risk Type, as identified in the PIA table should be
- **Risk History** – this is the status of the risk, whether it is the initial risk or the residual risk.
- **Likelihood** – What is the likelihood of breaching Data Protection Legislation if no action is taken. This should be scored as per the table below.
- **Impact** – This is the severity of the impact of a breach of Data Protection Legislation if no action is taken. This should be scored as per the table below.
- **Score** – This is the likelihood score x the impact score.
- **Status** – This is whether the risk is low, medium, high or extreme. The score dictates the status as per the table below.
- **Timescale** – For each requirement to be addressed within, as aligned to the project timescales;
- **Lead** – Person responsible for taking each requirement forward;
- **Completion (RAG)** – The level of progress applicable to that action in red (for not begun), amber (in progress), green (complete)
- **Comments / Progress / Further Action / Final Outcome** describe the progress to date for each requirement (each entry should be dated), list any additional comments and further actions as appropriate. Ensure that it is noted if a risk has been eliminated, reduced or accepted. Any significant actions should be fed in as a further requirement.

Appendix 3 - Risk Scoring Tables

Likelihood score	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Likely	Almost certain
Frequency How often might an IG breach occur	This will probably never happen/recur	Do not expect it to happen/recur but it is possible it may do so	Might happen or recur occasionally	Will probably happen/recur but it may not be a persisting issue	Will undoubtedly happen/recur, possibly frequently

Impact score (severity levels) and examples of descriptors	1	2	3	4	5
	Negligible	Minor	Moderate	Major	Catastrophic
Impact on an individual's privacy and confidentiality	Minimal privacy impact requiring no/minimal intervention Other manual or electronic process in place to mitigate the IG risk	Minor impact on an individual's privacy Other manual or electronic process in place to mitigate the IG risk	Moderate privacy impact requiring professional intervention Aspects of reputational damage for the organisation if IG requirement not adopted Could result in an event which impacts on a moderate (less than 100) number of patients/clients	Major breach leading to possible larger scale privacy breaches Possible ICO reportable breach if IG standard not adhered to Mismanagement of patient/client privacy with long-term reputational issues Would impact on over 100 patients/clients – part system failure	Serious IG breach and non-compliance with the law if requirement not adhered to Definite ICO report required if breach occurs An event which impacts on a large number of patients/clients – full system breach because of no adherence to standards. Is likely to be 1000 of patients/clients

		Likelihood				
		1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost certain
Impact Score	5 Catastrophic	■	■	■	■	■
	4 Major	■	■	■	■	■
	3 Moderate	■	■	■	■	■
	2 Minor	■	■	■	■	■
	1 Negligible	■	■	■	■	■

Status

1 - 3	Low risk
4 - 6	Moderate risk
8 - 12	High risk
15 - 25	Extreme risk



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**Health Education and Improvement Wales (HEIW)
Consultation and Surveys
Privacy Notice**

1. Introduction

NHS Wales is made up of several health organisations that include Health Education and Improvement Wales (HEIW) who have a leading role in the education, training, development, and shaping of the healthcare workforce in Wales, in order to ensure high-quality care for the people of Wales.

HEIW key functions include:

- Working closely with partners and key stakeholders, and planning ahead to ensure the health and care workforce meets the needs of the NHS and people of Wales, now and in the future;
- Being a reputable source of information and intelligence on the Welsh health and care workforce;
- Commissioning, designing, and delivering high quality, value for money education and training;
- Using education, training, and development to encourage and facilitate career progression;
- Supporting education, training, and service regulation by playing a key role in representing Wales, and working closely with regulators;
- Developing the healthcare leaders of today and the future;
- Providing opportunities for the health and care workforce to develop new skills;
- Promoting health and care careers in Wales, and Wales as a place to live;
- Supporting the professional workforce and organisation development profession with Wales; and
- Continuously improving what we do and how we do it.

This notice has been issued by the HEIW Executive Team to explain the reason for the use of information for consultations and surveys.

The work undertaken by various departments within HEIW from time to time may require public, stakeholder, service user and other party's feedback and opinions in relation to specific topics and service provisions, both intended or established and those undergoing change.

If you have any questions regarding how information is used you must contact the person shown at the bottom of this notice.

It is important to note, however, that many consultations that are implemented or surveys requesting feedback do not require the inclusion of personal data or identifiers. In the instances where they are required, this will be communicated to you within any intended launch of a consultation or release of a survey and by use of this Privacy Notice.

2. Your rights

This Privacy Notice covers the rights of data use under legislation called the General Data Protection Regulation (GDPR). It emphasises HEIW's need to make sure that we explain how we use information for consultations and surveys.

The information we give you about our use of information will be:

- Brief, easy to read and easily accessible;
- Written in clear, plain language; and
- Free of charge.

3. What laws do we use?

The law determines how we can use information. In those areas where we use identifiable information, the laws we follow that allow this to happen are listed below:

- General Data Protection Regulation
- UK Data Protection Bill
- Human Rights Act
- Freedom of Information Act
- Common Law Duty of Confidentiality
- Computer Misuse Act
- Audit Commission Act
- Regulation of Investigatory Powers Act

Health Education and Improvement Wales (HEIW) is an organisation that will, on occasion undertake work that involves consultations and surveys for feedback to specific work areas. For these work areas HEIW shall be the holder and user of this information.

4. How do we use data for consultations and surveys?

HEIW requires use of information to run consultations and surveys and to engage with those who we are in contact with.

Consultations and surveys may include running:

- Initial stakeholder interviews;
- Follow up interviews;
- Webinars;
- Internal peer group meetings;
- Stakeholder workshops;
- Online questionnaire responses; and
- Statistical reporting.

The results of many consultations and surveys involve collation of data and outcomes that are seen to be, on the majority of times, unidentifiable. This information is therefore, not attributed to a specific individual or individuals. However, data required within such processes is reviewed to ensure that the control required to be placed around it is suitable and how it will be used once completed (e.g. Board papers, reports, statistical analysis).

We will also use any personal information given by you voluntarily to enable us to respond to queries, or comments that you have and to make sure that these are appropriately dealt with.

If any of the voluntary information you provide includes any special categories of personal data (such as information about your health, race or religion), you must make sure before you provide this that you are happy for us to use that information for the purposes set out in this Privacy Policy.

5. What is the purpose of processing information?

The purpose of running consultations and surveys include: how best to understand what our partners, stakeholders and service users need from HEIW; how HEIW can best support them; and give those applicable the opportunity to have input into consultations and surveys, which is a key priority for HEIW.

This privacy notice covers specific uses of information for consultation and survey work. For example, consultations and surveys that have previously included:

- Workforce planning and modernisation
- Health and Social Care Workforce Strategy

- Health Needs Assessment
- CPD Programmes
- Specific training (e.g. Core Psychiatry Training)
- Advanced Practice
- Postgraduate and Post registration

Legitimate interest

HEIW and all of its services have a "legitimate interest" in continuing to process personal data where:

- i) there is a real business interest being pursued in continuing to process specific personal data;
- ii) the processing is absolutely necessary in order for the business to pursue that interest (i.e. the interest cannot be pursued in another way which is proportionate); and
- iii) the processing is balanced against the impact such processing will have on the fundamental rights and freedoms of data subjects.

It is important that you understand who is responsible for keeping your data safe. HEIW collects data and where applicable, your personal data with your consent for purposes set out in this Privacy Notice.

Any data provided by yourself that is not required will be removed and not used by the specific consultation or survey. Reporting of outcomes is normally unidentifiable and therefore, contains no personal data or individual identifiers.

6. Sharing your information

Where applicable, data may be shared with only those who are involved with running consultations and surveys within HEIW. This may in certain circumstances, include external companies who may carry out work around consultation preparation or assistance with the collation of survey results.

However, this will be communicated to you where it is possible to do so and where it includes the requirement to use personal data, this is Privacy Impact Assessed before use.

It is important to note that anyone receiving information about you are under a legal duty to keep it confidential. We only request, use and share the minimum information necessary for the purposes it was required.

We will never sell your information and we will not share it without the appropriate legal authority.

7. Security of your Information

HEIW takes responsibility to look after all information very seriously. This is regardless of whether it is electronic or in paper form and whether it is identifiable or not.

HEIW also employs someone who is responsible for managing information and its confidentiality to ensure:

- your information is protected; and
- inform you how it will be used.

All staff are required to undertake training on a regular basis. Comprehensive training is required to help protect the information that has been given, used, processed by HEIW.

The training makes sure that all staff working in HEIW (including the wider NHS), are aware of their responsibilities about the handling of your information regardless of the department that they work in.

8. What are you entitled to?

Where information collected on you is identifiable and relevant, HEIW will make sure that you are able to have access to this. This is so that you know what we hold.

You have the right:

- to know about details of how your information is used; and
- have copies of your information.

If you wish to know more, please contact the person listed below for further information about your rights of access.

HEIW tries to answer all requests for access to information as quickly as possible. The organisation is obliged to provide a response to your request within a month (30 calendar days) of receiving it, but this can be extending if the request is complex and extensive.

HEIW will look at your request to make sure that the information requested is personal information. Most of the time, it will be clear that the information is personal but HEIW will contact you if it is not clear within your request.

Do I have to pay a fee?

The information will be provided free.

However, we could ask for a small fee. This is where the request is large or repeated. This will be based on the cost of providing it.

If you wish to find out more about fees for information, then please contact the person listed at the bottom of this notice.

How will information be provided?

If your information is identifiable, it will be provided in a format that can be used on another system easily if it is electronic (i.e. Microsoft Word or Excel). Otherwise, it will be supplied on paper.

9. Permission (consent)

Where personal information may be collected and for the use of this to be lawful, HEIW may ask for permission from you. This is not necessary if the use is for a lawful basis under current regulation but any proposals for developing a consultation or survey will be assessed for suitability in the initial project stages.

HEIW will ask contributors and participants for consent for where personal information is part of the consultation or survey. HEIW will ensure that any consent provided must be freely given, specific, informed and unambiguous. Each individual must provide "clear affirmative action" that they consent to the data being used for the specific consultation or survey and be notified of its use.

At the time of obtaining consent, HEIW will explain to individuals that they are able to withdraw consent at any time but also that this would not render processing on the basis of consent prior to withdrawal to be unlawful and is determined on whether the data is also identifiable at the time of the request.

Individuals must also be able to easily and freely withdraw consent at any time and use their right to be forgotten. If consent is withdrawn, HEIW will be able to provide a legitimate interest statement for its own requirements for NHS Wales led projects. However, if the data is unidentifiable and the data subject cannot be distinguished from the data collected, the right to be forgotten will not apply.

However, HEIW will detail whether the consultation or survey responses involve the use of identifiers in the briefing note of each release.

10. What about stopping use?

Stopping use would ordinarily apply to personal information and not unidentifiable data held by HEIW. It is not expected to be a concern within the process involving consultations or surveys. However, this will be reviewed on a case-by-case basis dependant on the type of consultation or survey.

HEIW will not be responsible for content that has already been freely shared in the public domain, for example on social media networks and other platforms outside HEIW's control. If a Data Subject requires this information to be removed (and is easily identifiable to them), then they will need to apply to the organisation or company hosting the information and request its removal.

11. Automated decision taking

HEIW also provides safeguards against risks that involve processes that include automated decision-making.

This applies when:

- it is an automatic process; and
- there is a legal effect on a decision made with the information.

The use of surveys may take a small number of automated decisions with respondent information but there is mostly human involvement in this. For example, human involvement in the production of statistical data for reporting purposes or online questionnaire results will require a degree of automation to effectively specify, collate and download specific datasets to create reports and outcomes.

However, HEIW will take steps to identify how many automated decisions it makes and whether these are acceptable with each process.

HEIW will ensure that any automated profiling is fair and lawful. HEIW will use correct procedures, to include reducing errors and where data is not accurate.

12. What about rights to correct or delete inaccurate information?

If any personal data has been provided by yourself and is used for consultation or survey purposes you are entitled to request that HEIW correct any mistakes in this information, regardless of the context of the use.

HEIW must ensure that proven inaccurate or incomplete information is either erased or corrected.

However, in the production of consultation and/or survey results, it is highly unlikely that individual data sets will be identifiable and reliant on whether HEIW retains any information in an identifiable format but this can be discussed.

Keeping your information

We will only store information for as long as necessary.

Public consultations will be retained for 5 years from the date of the last action.

Survey data will be retained for 3 years.

Records are stored in line with Records Management Code of Practice for Health & Social Care's retention and disposal schedule. This determines the minimum length of time records should be kept.

HEIW will retain data in order to comply with legal requirements.

We may need to use your information within the specified time period after the finalising of a consultation or survey for limited purposes, for example if we need your personal data in order to respond to any complaints or requests that you make.

However, complaints processing is dependent on whether HEIW receive or retain identifiable data elements in order to achieve their objectives in consultations or surveys.

Making a complaint

If you wish to make a complaint about any issues you have experienced regarding your information, then please contact:

Dafydd Bebb
Ysgrifennydd y Bwrdd/Board Secretary
Addysg a Gwellu Iechyd Cymru/Health Education and Improvement Wales
Ffôn/Tel: 079 7130 0537
Ebost/email: dafydd.bebb@wales.nhs.uk

If you are still unsatisfied following your complaint and this remains unresolved, you have the right to make a complaint to the:

Information Commissioner's Office,
2nd Floor,
Churchill House,
17 Churchill Way,
Cardiff, CF10 2HH

Email: wales@ico.gsi.gov.uk
Website: www.ico.org.uk

From: [Emma Carrington \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#); [Sion Ford \(HEIW\)](#); [Beckie Chandler \(HEIW\)](#); [Rubecca Williams \(HEIW\)](#)
Subject: Focus group
Date: 04 January 2021 16:03:01
Attachments: [Focus Group Consent Form .doc](#)

Dear Colleague,

Thank you for your willingness to participate in our focus group, led by myself and Ruth Taylor. The aim of the focus group is to assess the effectiveness of your onboarding, induction and support experience to date.

You will be in a group with 4 other employees of HEIW. The focus group will not be recorded, and your responses will be shared with the W&OD directors, to ensure your views and opinions improve the future onboarding process. However, no names will be mentioned in the report. All the data collated will be in strict adherence to data regulations.

The date, time and place are listed below and if you will not be able to attend the session please email Emma Carrington at emma.carrington@wales.nhs.uk or Ruth Taylor at Ruth.Taylor@wales.nhs.uk otherwise we look forward to seeing you.

Date: Thursday 7th January at 09:00

Time: 09:00 – 10:00

Venue: Via TEAMS

We would be grateful if you could please print and sign the attached consent form and forward it to either Emma or Ruth before attending the focus group.

We look forward to meeting with you,

Kind regards

Emma and Ruth



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Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Our Ref: OBF070121

Date: 7th January 2021

Health Education and Improvement Wales
Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ

03300 585 005
HEIW@wales.nhs.uk

Dear Colleague,

You have been asked to participate in a focus group involving employees of HEIW. The purpose of the group is to assess the effectiveness of your onboarding, induction and support experience to date.

You can choose whether or not to participate in the focus group and stop at any time. The focus group will not be recorded, and your responses will be shared with the W&OD directors, to ensure your views and opinions improve the future onboarding process however, no names will be mentioned in the report.

I understand this information and agree to participate fully under the conditions stated above:

Name:

Signed:

Date:

Yours sincerely

Emma Carrington

Ruth Taylor

• Chairman/Cadeirydd: Dr Chris Jones

• Chief Executive/Prif Weithredwr: Alex Howells

HEIW Headquarters/ Pencadlys HEIW, Ty Dysgu, Cefn Coed, Nantgarw, Cardiff, CF15 7QQ.

Telephone/Ffôn: 03300 585 005



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Onboarding/Induction Focus Group
Thursday 7th January 2021

Present:

Emma Carrington

Ruth Taylor

Member 1 (M1)

Member 2 (M2)

Member 3 (M3)

Three new members of staff from the Workforce & OD Directorate were invited to attend a focus group to discuss and measure their experience of the onboarding/induction process for their new roles over the preceding four months. This would help to measure the effectiveness of the processes that had been implemented to ensure they felt welcome and part of the organisation, understood their roles and responsibilities and had the appropriate support in place.

Q1. How did you feel before you joined the organisation, knowing that you would be required to work virtually from home?

M1: They had had some considerable time off from work due to illness prior to applying for this post. Their prior working environment was a negative experience, but they felt extremely excited as they had received a positive interview experience within HEIW. They did not anticipate working from home for this length of time, but the need to work virtually did not concern them and they enjoy working this way and find it works well.

M2: Prior to joining HEIW, they were required to work in an office environment during the pandemic with no flexibility. The HEIW website helped inform their decision to apply for the new position as it informed them that the organisation was working virtually due to the pandemic. After I applied for the post, I received an e-mail informing that interviews within HEIW will be held virtually due to the pandemic. I liked the sound of the agility that came with working virtually. Their experiences of working virtually within HEIW have been positive.

M3: Was excited to be starting a new role and relieved that they had been able to gain a job quickly after graduating from university. Understood that the role would be predominately virtual and was not concerned about the need to work virtually as they had spent the final part of their degree course working this way. They felt that this helped them prepare for the world of virtual work. They have enjoyed working from home and appreciate the flexibility offered. They feel that virtual working does not detract from their role and responsibilities.

Q2. How do you feel about the support you have received from the organisation?

M1: They have very much enjoyed their time in post and feel their wellbeing has been supported, both in a work and personal capacity. They believe working this way has helped with teamwork and they

have benefited considerably from the 1:1 meetings with their line manager and team meetings. They highlighted how any queries they had were answered promptly, which helped considerably with the tasks they had been set.

They have accessed the health and wellbeing resources available on the website but have found the volume of information a little overwhelming. However, they recognise how having this information is extremely useful, but could be condensed to make it clearer as to what resources are available depending on individual need and the website could be more user friendly.

M2: Everyone is so approachable and helpful within HEIW and the whole HEIW experience has been phenomenal! The peer support group is a safe platform to meet other HEIW staff. Working virtually has been good for my wellbeing as I've been able to get to know people in relation to work and personally. 1:1 meetings and team meetings are also really helpful, and I feel confident I can e-mail on Teams if I need support. I feel that I have met more people on specific groups that are now running virtually, such as Biodiversity, than I may have within the organisation.

I have accessed the health and wellbeing resources. I have also requested a resource that was available from my previous employer, but not within HEIW. HEIW are now in the process of implementing this resource. I'm pleased with this outcome and feel my thoughts and opinions have been listened too.

M3: Being able to join different groups within the organisation has given them an opportunity to meet people from across the organisation who have similar interests (Biodiversity Group, equality champions) and who they may not have come across in a work capacity. They have made use of the mindfulness course offered to HEIW staff, which has had a positive impact on their wellbeing.

The group acknowledged it is evident HEIW remote workers now feel they are on a level playing field to those who are now working virtually, as they are experiencing the same obstacles etc.

Q3. What has worked well?

M1, 2 & 3: The virtual introductions with other teams have been extremely useful and the engagement from other teams at these meetings has given a great impression of the organisation. They also benefited from attending these meetings together along with Ruth as she was able to highlight where the crossovers between teams were and able to steer the conversation to ensure it remained relevant to us

M1: Attending introductory meetings as a team has helped and I felt more confident to ask questions.

M2: The difference between attending these meetings as a group compared with attending some on their own has been considerably different. They find the individual meetings different and awkward and not as beneficial as those where they are supported by colleagues. They also highlighted how some of the introductions were set up after they had already met teams due to work need and so recommended that introductions were set up depending on the teams they were likely to work with first rather than starting with the directorate and working outwards.

All agreed the joint meetings were extremely beneficial and a more positive experience when compared to attending introductory meetings alone.

The peer support group has been excellent and offered an opportunity for them to meet other members of the directorate who are in similar roles. They appreciated that this forum was a safe space for them to talk about how they were feeling and ask for help and they would like the group to continue

for the foreseeable future. They also appreciated the dedicated teams channel that had been set up and had begun to use this to ask questions to the group.

Q4: What has worked not so well?

M2: It would have been helpful to know on their first day that they were able to take office equipment home, ie a chair. They worked from home for some considerable time before realising that they could take a chair home from the office.

M1, 2 & 3: All agreed that an organisation chart broken down by directorate would be useful to help them understand the roles of others and if individuals had PA support who they could approach rather than contacting senior managers directly.

M1,2 & 3: All agreed that their corporate induction experience had not been well received due to the length of time of the session. Initially sessions were for 6 hours across one day and this covered all the necessary topics. However, following feedback, the corporate induction was split into two 3-hour sessions. It would appear that they fell between the change of format and underwent a 6-hour session followed by a three-hour session. They all felt that the sessions had some good points and some not so good and when they attended the second session, they had to listen to topics they had already covered. They are not clear whether they have now covered all induction topics or not as they did not receive documentation outlining this. The People Team have been making amendments to the corporate induction programme to reflect these comments and the group were pleased to hear their comments were taken onboard and a change has been made to make the session shorter and more interactive.

Q5: Do you have any further comments

One member felt they were struggling a little with the high volume of work within their team and the fact that they still had a lot to learn. As stress levels are high in the team, they do not feel they can approach their manager. However, they recognise that recruitment is underway to expand the team and that more support will become available and workload will be distributed more widely.

Ruth and Emma highlighted how it was important that they did speak with their manager but appreciated how they did not want to add further pressure to them. They were reminded that the People Team are available should they wish to discuss their concerns with them. It was emphasised that they should not let the situation run for too long and support should be requested.

Two members felt the opposite, in that they sometimes felt frustrated that they did not have enough work to do and would have liked to have been able to support wider teams during these times. However, they recognised that the reduced workload was related to the covid pandemic and the need for the work stream to be scaled down for a period of time and was also affected by line manager sickness. Both felt the situation would improve going forward.

Summary

It would appear from comments received that all new starters have received an extremely positive experience during their first four months in post. They feel that they have benefited from the range of support mechanisms in place, including the peer support group, health and wellbeing resources and introductory meetings, supported by colleagues. All commented on the positive experience they have received during introductory meetings and the enthusiasm from other staff in the organisation has been clear.

The corporate induction process has been not so good, but changes have been made recently so that the session is now spread over three sessions, with the People Team working on making the sessions more interactive and engaging.

There was also comment that whilst the amount of health and wellbeing resources available was seen as a positive, the way they are presented is a little overwhelming.

There was a difference in workload levels amongst the three new starters, with one extremely busy, with little inter-team peer support, compared with another who felt they had a significantly reduced workload, but had inter-team support to help identify pieces of work that could be undertaken.

Recommendations

- The peer support group continues
- Future new starters continue to be "buddied" up if possible and attend introductory meetings together
- Introductory meetings are scheduled according to work timelines rather than starting with the directorate and moving outwards across the organisation.
- Provision of an organisation chart split into directorates
- That the health and wellbeing resource webpage is reviewed.



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Assessment of Change to New Starter Onboarding/Induction Process

Emma Carrington & Ruth Taylor
January 2021

Aim

The development of an affective virtual onboarding/induction process to support new starters within the Workforce & OD Directorate during the COVID-19 pandemic

Benefits

- Demonstration and reinforcement of the organisation's values and behaviours
- Improved sense of belonging and wellbeing
- Flexibility
- Improved support network
- Understanding of role and job purpose

Risks

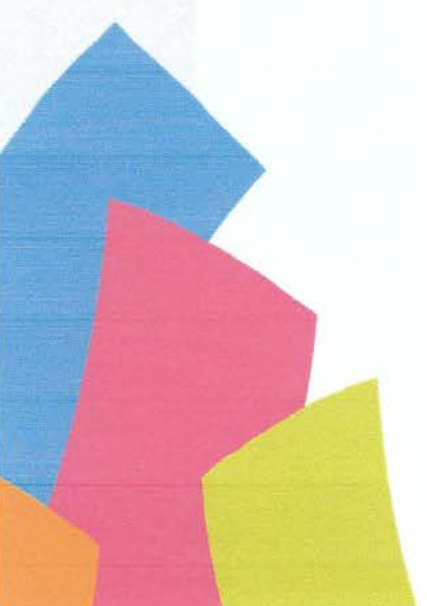
- Feelings of isolation
- Not understanding role purpose
- Lack of confidence
- Significant screen time



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SMART Objectives

Provision of an effective onboarding/induction process for new starters within the Workforce & OD Directorate

Specific – Provision of an effective onboarding/induction process that is not inferior to previous processes.

Measurable – New starters will have undertaken all elements of their 90 day induction plan by Jan 2021

Achievable – All involved are committed to engaging with the process (employees, line managers and support staff)

Relevant – Contribute to high levels of organisational engagement, improved wellbeing, sense of belonging and understanding role and responsibilities and impact on wider organisation.

Time – Effectiveness can be measured during implementation and at the end of the first four months in post.

Project timeline

	03/08/2020	10/08/2020	17/08/2020	24/08/2020	31/08/2020	07/09/2020	14/09/2020	21/09/2020	28/09/2020	05/10/2020	12/10/2020	19/10/2020	26/10/2020	02/11/2020	09/11/2020	16/11/2020	23/11/2020	30/11/2020	07/12/2020	14/12/2020	21/12/2020	28/12/2020	04/01/2021	11/01/2021	18/01/2021
Individual Pre-start date																									
Team pre-start date																									
Introductions																									
Start date																									
Face to face team introductions																									
Provision of IT equipment & training on use																									
Bi-weekly 1:1 meetings with line manager																									
Bi-weekly team meetings																									
Peer support group meetings																									
Directorate team introductions																									
Corporate Inductions																									
Wider organisation introductions																									
Pulse survey																									
Pulse survey analysis																									
Focus Group																									
Recommendations for improvement																									

Responsibility	
Line Manager	
Emma Carrington	
Ruth Taylor & Emma Carrington	
Other (IT, People Team etc)	

HEIW New Starters Checklist – First 90 days

	Day 1	Week 1	Month 1	Month 2	Month 3
Meet the team	✖				
Team/HEIW overview	✖				
Tour of the building	✖				
ID badge	✖				
IT setup/collection	✖				
Printer setup	✖				
Sickness process	✖				
DSE/Risk assessments	✖				
Mandatory					
Corporate induction			✖		
Mandatory training			✖		
Objective setting			✖		
Personal details on ESR		✖			✖
Technology					
Using ESR		✖			
Using Teams/Skype	✖			✖	
Using Expenses				✖	
Using Service Desk				✖	
Room bookings		✖			
Intranet		✖			
Using Oracle			✖	✖	
Using Y Ty Dysgu			✖	✖	✖
Pastoral					
WOD Peer support group			✖	✖	✖
H&W's web pages		✖			
Social teams channels			✖	✖	✖
Organisational groups			✖	✖	✖
Meet other teams			✖	✖	✖
Regular team catch ups	✖	✖	✖	✖	✖
Key documents					
IVT/P		✖			
A Healthier Wales			✖		
Future Generations			✖		
Workforce Strategy for H&SC			✖		
Key HEIW policies			✖		
Other					
Tasks to increase understanding of team and HEIW	✖	✖	✖	✖	✖

*Timescales are subject to change due to COVID-19

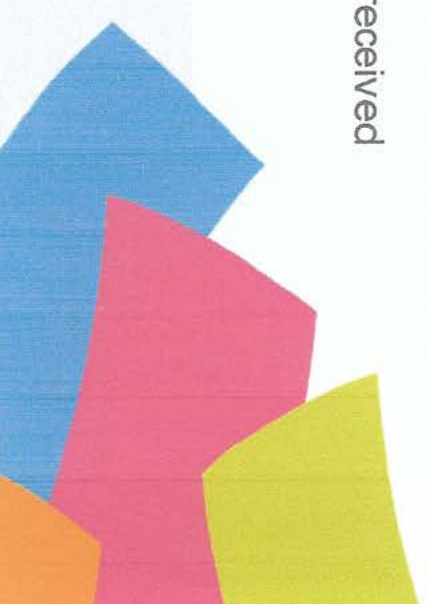
Management information Progress Report

- Line manager met with new starters prior to start date (5th & 6th August 2020)
- Line manager and wider team met with new starters prior to start date (13th August 2020)
- Team face to face introductions and provision of IT equipment and training (start date 24th August 2020)
- Bi-weekly line manager 1:1 meetings set up and continued throughout
- Bi-weekly team meetings set up and continued throughout
- Provision of 4 peer support group meetings with full attendance
- Attendance at corporate induction and completion of mandatory training
- 22 x team introductory meetings attended with full attendance
- Pulse survey on HEIW new starter experience distributed and analysed
- W&OD Directorate New Starter focus group facilitated – positive feedback received



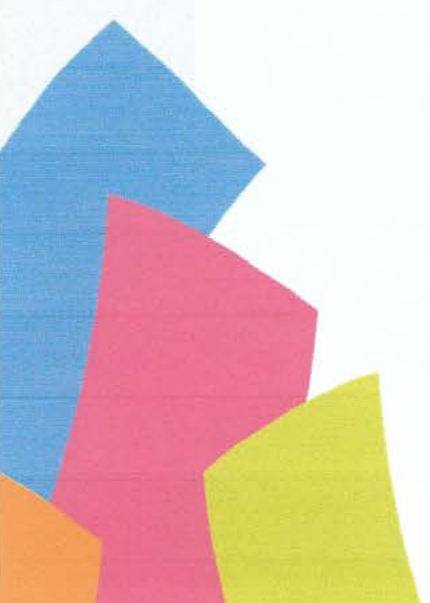
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Methods of Evaluation

- Informal discussions with line manager
- Informal discussions with team members
- Information discussions at peer support group
- HEIW-wide new starter pulse survey
- W&OD new starter focus group



New Starter Employee Pulse Survey (Nov 2020)

- Since 23rd March 2020, (HEIW) has employed over 40 new staff.
- All have joined the organisation in a very different way to previous staff:
 - limited face to face interaction with their line manager and colleagues
 - few visits to the main office building
 - Adapt to an almost 100% working from home model.
- Organisation has needed to adapt recruitment, onboarding and induction processes

Are we getting this right?

Method

Definition of a “new starter”

Someone who has joined the organisation between 23rd March and 31st August 2020

- Sample size = 34

Measurement tool

- Pulse survey consisting of 8 questions relating to new starter experience:
 - Recruitment
 - Onboarding
 - Workplace relationships
 - Equipment
 - Induction
 - Ambassadorship
- Survey open for 1 week



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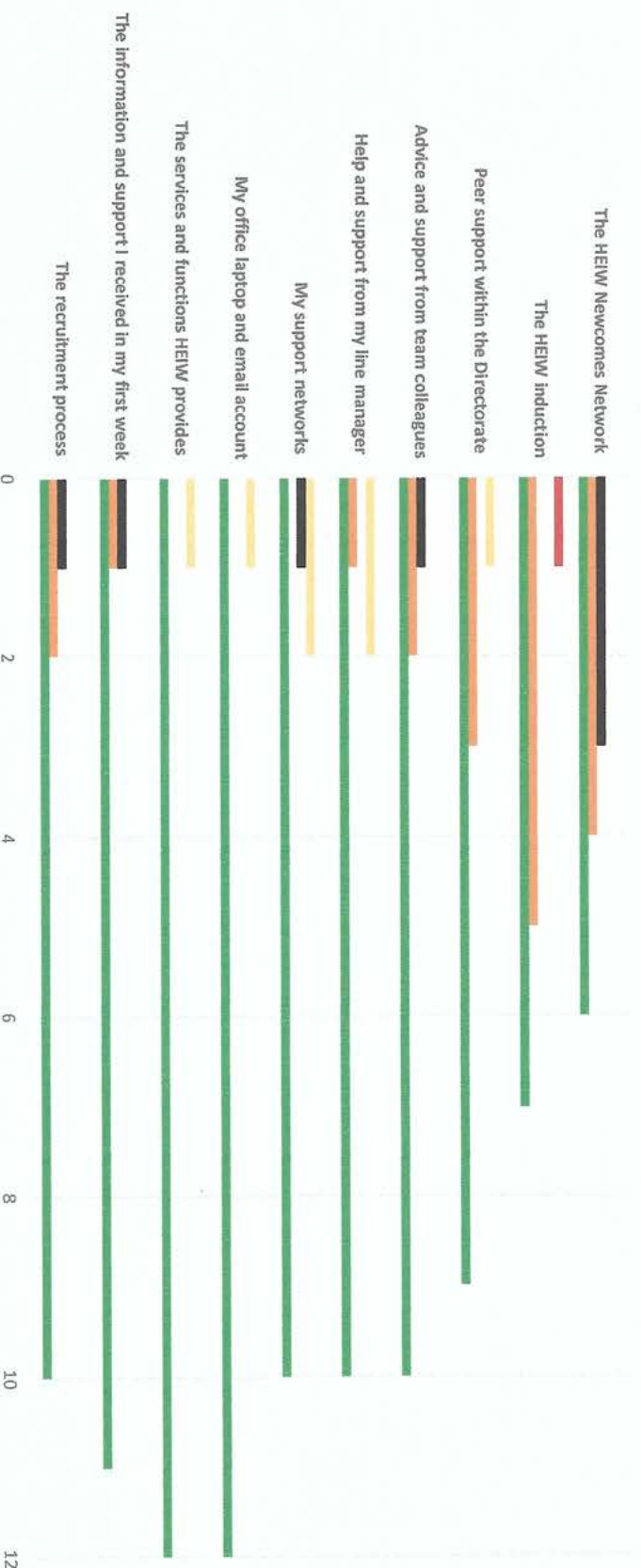
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Results

Respondents = 13 (38%)

I am satisfied with...



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Conclusions

Engagement levels within the New Starter Group are high, with an overall engagement score of 80%

- 10 (77%) respondents strongly agreed or slightly agreed with all 10 multiple choice questions
- 12 (92%) respondents would recommend HEIW as a place to work to colleagues
- There are pockets of dissatisfaction with regard line manager, induction, network and directorate support
= 2 respondents



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Focus Group Feedback

Emma Carrington & Ruth Taylor
January 2021

New Starter Experience

“Everyone is so approachable and helpful within HEIW and the whole HEIW experience has been phenomenal!”

“My experience within HEIW has been fantastic. From the positive experience at my interview and the communication prior to my start date to the great welcome and continued support I receive, including my 1:2:1 and team meetings”

“Although the nature of operation is different to other environments I have worked in, I've actually really enjoyed being able to work virtually. The introduction of the peer support group, newcomers network, having introductory meetings with other teams and the opportunity to be part of networks such as the health & wellbeing group has meant that I feel part of the organisation, connected and supported”.

Clear difference in workload volume across teams

Introductory meeting feedback

“The virtual introductions with other teams have been extremely useful and the engagement from other teams at these meetings has given a great impression of the organisation. They also benefited from attending these meetings together along with Ruth and Emma as they were able to highlight where the crossovers between teams were and able to steer the conversation to ensure it remained relevant to us”

“Attending introductory meetings as a team has helped and I felt more confident to ask questions”.

“Joint meetings were extremely beneficial and a more positive experience when compared to attending introductory meetings alone”.

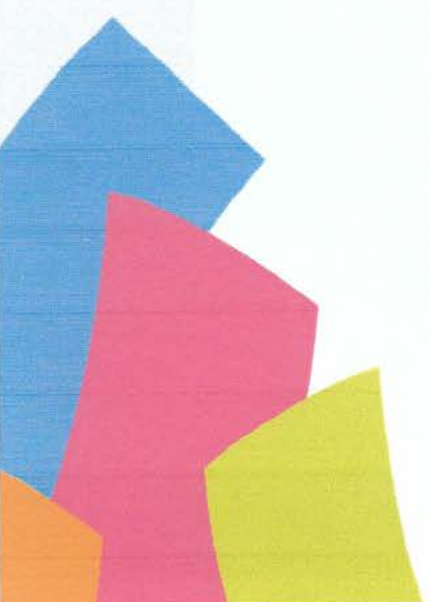
“Some of my introductions were set up after I had already met teams due to work need. It would be good if introductions were set up depending on the teams we are likely to work with first rather than starting with the directorate and working outwards”.

Peer Support Group Feedback

“Joining a new organisation at any time can be a bit daunting, so throw a pandemic into the mix and that could have exacerbated things. Fortunately for me, though, I’ve had a lot of support from Ruth and Emma – they put together the peer support group, which helped to introduce me to other new starters. I would be keen that this continued”

“The peer support group in particular, which is run by Emma and Ruth has been of real value to me from both a work and personal point of view with giving me an informal, safe space to talk which I find really beneficial and I very much hope the group is able to continue”.

“The peer support group is a safe platform to meet other HEIW staff and I would like it continue”.

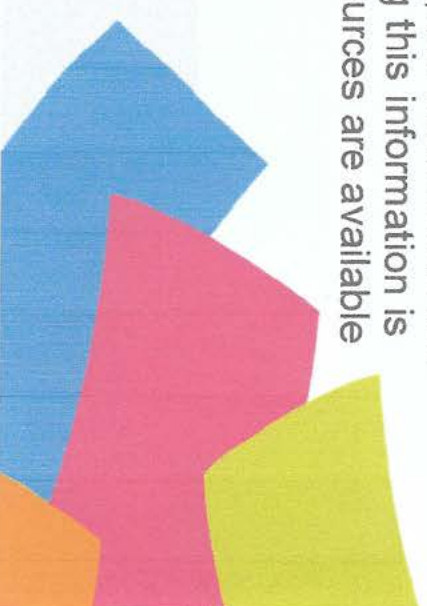


Health & Wellbeing Resources

“I have accessed the health and wellbeing resources. I have also requested a resource that was available from my previous employer, but not within HEIW. HEIW are now in the process of implementing this resource. I’m pleased with this outcome and feel my thoughts and opinions have been listened too”.

“I have made use of the mindfulness course offered to HEIW staff, which has had a positive impact on my wellbeing”.

“I have accessed the health and wellbeing resources available on the website, but have found the volume of information a little overwhelming. However, I recognise how having this information is extremely useful, but it could be condensed to make it clearer as to what resources are available depending on individual need and the website could be more user friendly”.

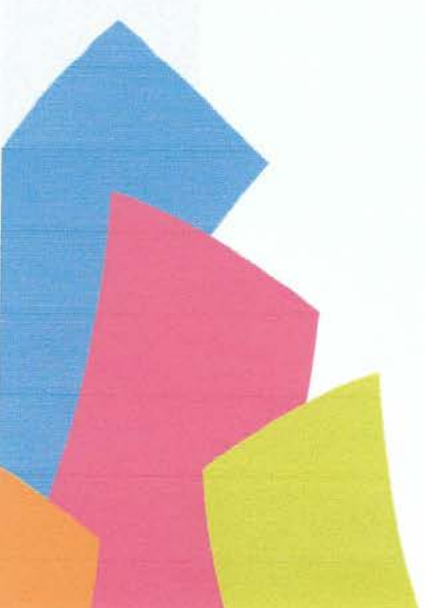


What could we do differently?

“It would have been helpful to know I could take a chair home on my first day”

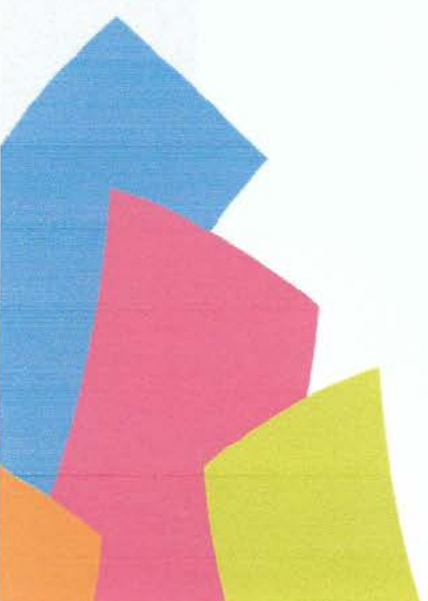
“Provide an organisation chart broken down by directorate would be useful to help us understand the roles of others and if individuals had PA support who we could approach rather than contacting senior managers directly”

“Change corporate induction”



Summary

- All three new starters have received an extremely positive onboarding/induction experience during their first four months in post
- They have all benefited from the various support mechanisms in place, including peer support group, health and wellbeing resources, introductory meetings and line manager support.
- Introductory meetings have demonstrated a positive impression of the organisation and clear enthusiasm from staff relating to their area of work/expertise
- The corporate induction process has been not so good, but changes have been made recently so that the session is now spread over three sessions, with the People Team working on making the sessions more interactive and engaging.
- Overwhelming amount of health and wellbeing resources available
- Significant difference in workload levels across teams



Recommendations

- The peer support group continues
- Future new starters continue to be “buddied” up if possible and attend introductory meetings together
- Introductory meetings are scheduled according to work timelines rather than starting with the directorate and moving outwards across the organisation.
- Provision of an organisation chart split into directorates
- That the health and wellbeing resource webpage is reviewed.
- Staff are made aware that they can take supportive IT equipment and furniture to use at home

Emma Carrington (HEIW)

From: Angie Oliver (HEIW)
Sent: 18 January 2021 13:14
To: Emma Carrington (HEIW)
Subject: Testimonial for CIPD study

Hi Emma
Here you go
Angie 😊

To whom it may concern

Emma has had an essential role in the implementation and delivery a new onboarding/induction process for our newly appointed staff in the Workforce & OD Directorate. The change was necessitated as additional measures were required to support HEIW new starters during a period of time where remote working was and still is a necessary.

This involved

- welcoming them to the organisation, to
- ensure they have understood their role and responsibilities and
- have felt supported with the process of joining an organisation virtually

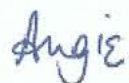
Emma's role involved welcoming our new starters to our HEIW family, ensuring they feel part of the HEIW wide team, understood their role and responsibilities and have felt supported throughout the process.

To do this, Emma has demonstrated excellent communication and relationship skills with the new members of the team by facilitating monthly peer support groups which she runs in partnership with another colleague. This included both new starters and the wider workforce administrative team, which has benefited the team whilst working virtually. It is hoped this will continue for the foreseeable future and help to improve the future onboarding process.

Emma and Ruth have presented a summary of their change project to me, and identified further areas for improvement, clearly demonstrating how positive the change project has been.

Emma and Ruth have been asked to present their findings to the Workforce and OD Senior Leadership team, so the learning can be shared and help improve the onboarding/induction process across the organisation.

Cofion cynnes



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Prosci's 3-Phase Process

