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Statement of Authenticity

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Management of Change

Word Count: 3224

Student Name: Ruth Taylor

Student Number: 1906248

CIPD Membership Number: 55478664

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: 

Date: 18th January 2021

Evidence Matrix

Candidate name: Ruth Taylor				CIPD Membership/registration No. 55478664		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1906248		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change	1.1	SWOT analysis carried out to identify strengths and weaknesses of change process	Ev1		
5AMOC	Contributing to the Management of Change	1.2	Email evidencing sharing of important information prior to start date	Ev2		
5AMOC	Contributing to the Management of Change	1.2, 1.4	First 90 day checklist developed to identify key elements to induction process	Ev3		
5AMOC	Contributing to the Management of Change	1.3.	Email evidencing sharing of business documents with new starters	Ev4		
5AMOC	Contributing to the Management of Change	1.4, 2.4	Change plan	Ev5		
5AMOC	Contributing to the Management of Change	1.4, 2.4	Gantt chart highlighting key milestone of change project	Ev6		
5AMOC	Contributing to the Management of Change	1.5	Email demonstrating retrospective approval for change plan to be implemented.	Ev7		
5AMOC	Contributing to the Management of Change	1.5	Email confirming permission to proceed with implementation of peer support group	Ev8		
5AMOC	Contributing to the Management of Change	2.1	Evidence of email correspondence sent to teams asking to arrange introductory meetings.	Ev9		
5AMOC	Contributing to the Management of Change	2.1, 2.4	List of introductory meetings undertaken.	Ev10		

5AMOC	Contributing to the Management of Change	2.2	Screen shot of health and wellbeing resources available on staff intranet.	Ev11		
5AMOC	Contributing to the Management of Change	2.2	Screen shot of social teams channels available to all HEIW staff	Ev12		
5AMOC	Contributing to the Management of Change	2.3	Feedback received from new starter on the support I have provided to them	Ev13		
5AMOC	Contributing to the Management of Change	2.3	Feedback received from new starter on the support I have provided to them	Ev14		
5AMOC	Contributing to the Management of Change	2.3	Feedback from new starter on their onboarding/induction experience and peer support group	Ev15		
5AMOC	Contributing to the Management of Change	2.4	Copy of presentation of results from HEIW wide new starter pulse survey given to Learning and OD Practitioner	Ev16		
5AMOC	Contributing to the Management of Change	2.5	Email to participants of focus group inviting them to attend meeting and its purpose	Ev17a		
5AMOC	Contributing to the Management of Change	2.5	Copy of consent form sent to focus group participants	Ev17b		
5AMOC	Contributing to the Management of Change	3.1	Copy of focus group discussion	Ev18		
5AMOC	Contributing to the Management of Change	3.2, 3.3	Copy of presentation given to senior manager outlining summary of change processes and recommendations.	Ev19		
5AMOC	Contributing to the Management of Change	3.3, 2.3	Confirmation from Deputy Director of Workforce & OD that I provided effective support and applied good relationship skills + confirmation that I presented the summary of the change plan effectively.	Ev20		
Candidate declaration:						
Signature:				Date:	18th January 2021	

LO1.Be able to plan for the implementation of change processes within an organisation

LO1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement.

Joining a new organisation can be a daunting experience. However, joining an organisation during a worldwide pandemic can be an extreme challenge and anxiety levels can be significantly higher. Joining an organisation under these circumstances is a considerable change to these individuals, having never started a new post in this way, with the requirement to work from home. It is also a considerable change for line managers and staff already in post due to the need to adapt and change onboarding and induction processes to support new employees into the organisation. No one had joined an organisation in this way before and it was recognised that they would need more support than usual to ensure they felt part of the team and wider organisation and understood their role and responsibilities and how they contribute to the wider organisation objectives. It would also take more effort from line managers and team members to assist with onboarding and induction.

In July 2020, the Workforce & OD Directorate recruited three new employees. A colleague and I were approached by a senior manager and asked to assist with the development of a new onboarding/induction process for the directorate as the standard procedure was no longer fit for purpose due to the COVID pandemic restrictions in place and the HEIW workforce being required to work predominately from home. This meant that face to face contact could only occur on the first day when new employees would collect their IT equipment. All future contact would need to be virtual until restrictions were relaxed, including introductory meetings, formal induction and training.

There were clear benefits to this change in process as identified by a SWOT analysis (Ev1), including it incorporating the organisation values – Together as a team, ideas that improve and respect for all (HEIW, 2018). There was also a clear benefit to ensuring a stronger support network was in place, which would lead to an increase in confidence, sense of belonging and improved wellbeing. The change could be supported by the availability of mobile IT equipment enabling all staff to work from home. However, there are negatives to this approach, including an increase in screen time due to all meetings being held virtually, the effectiveness of home broadband providers and online induction and training may not be as effective as when delivered face to face. There is also a risk of lines becoming blurred between work and home life and the ability to switch off. Finally, there is also a risk to the human element of work and it is important that every effort is made to replicate this in the virtual world.

CIPD (2020) highlights the importance of an employee's first impression of their new organisation and how this can have a significant impact on how they integrate with the team and wider organisation. Effective induction will help a new employee feel welcome and ensure they understand their role and responsibilities. It should also include access to the necessary support they may require. Failing to induct a member of staff effectively can have a negative impact on performance, retention, wellbeing and employee brand.

A successfully adapted onboarding/induction process to support new starters will aid retention and ensure they can perform at their best, despite the need to work from home and interactions being virtual. It will also support their wellbeing, ensuring they feel valued, are able to perform as required and feel part of the wider HEIW community.

LO1.2. Analyse who will be affected by the changes and their potential information support needs.

The most significant stakeholders affected by this change were the new employees. They required clear information regarding how they would be required to work and how they would be supported to do so. All new employees were informed at interview that, should they be successful, they would predominately be working from home, with access to the building only for business need, i.e. printing, and for their own wellbeing if needed. They were all provided with the new starter handbook (HEIW, 2020) prior to joining the organisation along with a COVID risk assessment document, directions to the building and a new employee pension questionnaire (Ev2). Moving forward they would require relevant training on systems, access to organisational documents and individualised support that helped them settle into their new role. These key documents were identified and developed into a “First 90 day” checklist (Ev3), which also included training requirements and pastoral support provision.

Another key stakeholder is the line manager. They were responsible for overseeing the process and would require to be informed of how the process was progressing. They were responsible for sharing information with the new starters with regard to the tasks they were required to perform and set expectations as well as offering necessary individualised support. ACAS (2014) explains how managers can create a positive vision for the future and understand and demonstrate how it links with team and organisational goals. They understand the impact a change can have on other projects and activities in the organisation and understand how one may affect the other.

I was also a key stakeholder in this change. It was my responsibility to ensure the new starters received their introductory meetings with teams and felt supported in their new roles. Therefore, it was important that I was directed by my line manager as to what introductory meetings to facilitate and what tasks were given to the new starters so I could support them if required. This role is described as a change champion by Pickering (2009) and Gordon (2020) and involves engaging with the appropriate people, encouraging new and desired behaviours and embedding the change. Change champions should be well networked in the organisation and respected by their peers, want to make a difference, focus on solutions and have a wide understanding of the organisation. I had been in HEIW for over 2 years and had gained appropriate experience, skills and contacts to fulfil this role.

LO1.3. Identify the resources required for the change process and how these will be made available.

Gartner (2021) highlights the importance of equipping employees with the technology and equipment they require to be successful in their role. Therefore, one of the most significant resources required was access to mobile IT equipment to enable the new starters to work effectively from home. They were issued with a laptop and peripheral hardware and given basic training on its use on their first day by the IT Team. They also required protected time to enable them to attend corporate induction, 1:1 meetings, peer support group meetings and access to business related documents including the HEIW Integrated Medium Term Plan (HEIW, 2020), The Health and Care Workforce Strategy (HEIW & Social Care Wales, 2020), both key documents in relation to the areas of the business they would be supporting. Access to the necessary documentation was shared with the new starters (Ev4).

LO1.4. Devise a plan, including objectives, actions and timescales for implementing the change.

My colleague and I discussed the change in approach to inducting our new starters and developed a change plan (Ev5) supported by a communication plan using the ACAS (2014) communication strategy template. We used the ADIE OD model described by Roberts (2016) with the aim to ensure our new starters received an effective virtual onboarding/induction experience that was not inferior to that which would have been received prior to the pandemic, ensuring they gained the knowledge and skills required

to undertake their role and felt supported to do so. It would involve replicating as much as possible the standard induction process in a virtual way and include pre-start date meetings, mandatory training, training on technology, pastoral support and provision of key documents. We clearly assessed what was required, designed a process, plotted using a gantt chart (Ev6) and supplemented with a 90 day checklist (Ev3). We ensured time was identified to evaluate and embed the change.

LO1.5. Communicate the change plan and gain agreement for its implementation from decision makers.

Once the change plan, gantt chart and 90 checklist were developed, they were shared with a senior manager and verbal approval to proceed was given (Ev7 & Ev8).

LO2. Be able to implement a change plan

LO2.1. Follow the agreed plan to implement change processes

My responsibility with the implementation plan included arranging virtual introductory meetings with the Workforce & OD Directorate and wider teams (Ev9) and attend with them to support and ensure they understood the information given and understood how their individual areas linked in with other teams. I led, along with a colleague, a newly set up peer support group, which consisted of administrative support staff from across the Workforce & OD Directorate and offered a safe space for our new starters to ask any questions, talk about how they were getting on and be given hints and tips with carrying out their new roles. It was also an opportunity to build relationships with attendees encouraged to talk about both work and non-worked related items.

By December 2020, the new starters had attended 22 introductory meeting, with further meetings scheduled for the new year (Ev10) and three peer support group meetings. They had consistently met with their line managers periodically and attended team meetings as required and undergone corporate induction and their mandatory training.

LO2.2. Provide information and support to stakeholders in line with their identified requirements.

LO2.3. Apply techniques for maintaining positive working relationships throughout the change processes.

The interactions and business documentation provided gave a good grounding to the new employees and helped them to understand their role and how it contributed to the wider organisation. Kotter.com (2020) discusses the formation of a volunteer army to support change. This was achieved by inviting already established administrative staff from the Workforce & OD Directorate to join the peer support group, to offer support and share their expertise with the new starters. This also helped to broaden their networks across the organisation. The purpose of the group was built on the 10 steps to building positive relationships recommended by Morrison (2017), including authenticity, shared goals and values, honesty, support, commitment and friendship. The group provided a safe space for all staff to talk about how they were feeling and managing the current situation. Whilst joining an organisation in a virtual way is a significant change for new starters, those already in post were also undergoing a significant change in the way they were required to work, and also required support.

This group enabled the sharing of other support resources available, including the health and wellbeing resources available on the staff intranet (Ev11) and information relating to various groups across the organisation, which all staff are encouraged to be involved with, including the Biodiversity Group, Equality Champions and Health and Wellbeing network. Employees were encouraged to join these groups if they had a personal interest as it would help broaden their exposure to other important elements of HEIW

business and meet other team members. They were also signposted to the virtual social channels available, which have been implemented to try and replicate the human interactions that occur throughout the day in the office (Ev12).

Positive working relationships are essential when managing change and HEIW is driving forward compassionate leadership principles as championed by Professor Michael West. His recommended approach takes a sensitive approach to the challenges faced and demonstrates a commitment to help individuals and respond to their needs affectively. The key principles are:

- Listen with fascination
- A shared understanding of the problems faced
- Empathy
- Providing support to action

HEIW and West (2020)

This approach can be applied to managing change and formed the basis of my approach to providing necessary support. The support group also took this approach, with all members demonstrating the key principles. All members were struggling in some way or other with the covid situation and this forum allowed us to share how we were feeling, understand each other's difficulties and offer support and guidance. I was able to take positive action, including improving an individual's home environment by sourcing extra IT equipment and furniture.

Another key component of good working relationships is trust. The peer support group was promoted as a safe space for individuals to discuss their concerns and ask for assistance. Stanford (2017) emphasises how trust should always be evident, not just during change, and I believe this group has set the foundations of a trusting culture, which will continue well beyond the pandemic.

Ev13, Ev14 and Ev15 are copies of feedback received from the new starters in relation to the support I have provided as well as that from the peer support group. Ev20 is confirmation from a senior manager that the support I provided was effective and met requirements.

LO2.4. Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.

The change plan (Ev5) and Gantt chart (Ev6) were followed effectively and the necessary actions were taken. However, feedback was received from the new starters that they were feeling a little overwhelmed by the number of introductions they were undertaking in one day, particularly as there were occurrences where three were scheduled (Ev10). Therefore, I was able to rearrange upcoming introductory meetings, ensuring that only one meeting occurred per day.

My colleague and I discussed with the Deputy Director of Workforce & OD carrying out a pulse survey in November 2020 with the 3 new employees to measure their onboarding and induction experience. However, it was felt more beneficial to ask all new starters to complete the survey to gain an organisation-wide understanding of experience. Therefore, we worked with the People Team to develop a pulse survey, which was shared with all new starters who had joined the organisation between 23 March and 31 August 2020 and the results were presented to the Learning & OD Practitioner (Ev16). This highlighted a positive response, however there were levels of dissatisfaction in relation to line manager relationships, induction and network and directorate support. However, as this was an anonymous, organisational wide

survey, it was not possible to identify whether the negative feedback came from within the Workforce and OD Directorate. The People Team noted the negative feedback received regarding induction and confirmed that this was supported by other conversations. They therefore made changes to their programme and will repeat this survey in due course to identify whether the changes made have improved the experience.

LO2.5. Maintain records of the change process in line with organisational requirements

Documentation on the various elements of the change process were recorded, including notes from introductory meetings taken by the Careers and Widening Access Assistant. Attendance at induction and mandatory training compliance was recorded via the Employee Staff Record (ESR) system by the line manager.

The pulse survey was anonymised and developed with the People Team, to ensure it was appropriate for distribution and adhered to GDPR regulations. All respondents were provided with details on how the information they provided would be used and agreed to participate in the survey (HEIW, 2021).

LO3. Be able to assess the impact of change processes within an organisation

LO3.1. Measure the effectiveness of the change process in meetings the required objectives.

LO3.2. Identify further work required to embed the changes or further developments if required

LO3.3. Communicate the key outcomes and the impact of change to stakeholders.

My colleague and I facilitated a focus group involving the three new starters within the Workforce and OD Directorate, to measure their experiences with the changes processes that had been implemented. Before attending the meeting, they were issued with a consent form that documented their agreement to participate and their understanding of how their comments would be used (Ev17a and Ev17b).

The group were asked a series of questions relating to their onboarding/induction experience including:

- How they felt prior to joining the organisation being aware that they would be required to work from home.
- How they felt about the support they had received from the organisation
- What worked well
- What worked not so well

The discussion (Ev18) clearly evidenced that all three new starters had received a positive experience throughout their first four months in post, with one individual describing the support as phenomenal. All agreed that the peer support group had been beneficial and requested that they would like it to continue for the foreseeable future, having given them the opportunity to meet others in the directorate and similar roles. They also appreciated that this forum offered them a safe space to talk about how they were feeling and gain support from their peers. However, the comments received in the pulse survey were reiterated in the discussion, highlighting that the induction process earlier on in the year was not as effective as it could be.

There were also extremely positive comments received around the planning of introductory meetings and my attendance at them, so they did not feel overwhelmed by the information received and that the information remained relevant to them and their departments. They also commented on how the teams

they met gave a great impression of the organisation as they were extremely enthusiastic and passionate about their workstreams.

Comments were made on where the process could be improved, including the scheduling of introductory meetings to coincide with work programmes rather than starting with the Workforce Directorate and moving outwards across the organisation, the provision of an organisation chart to understand where individuals sat within the organisation and whether PA support was available to senior managers and that the health and wellbeing resources webpage is reviewed to be made to look less overwhelming and user friendly.

Finally, mixed comments were received on level of workload, with one individual commenting on how they had an extremely high workload, and the other two reporting that there had been times where they felt frustrated due to the lack of work. However, all three recognised that with the introduction of new team members and workstreams being brought back online, the situation for all would improve in the not too distant future.

A summary of the change process, its effectiveness and recommendations, was presented to the Deputy Director of Workforce and OD (Ev19) who has asked that the presentation is presented to the Workforce & OD Senior Leadership Team to enable shared learning across the organisation (Ev20).

LO3.4. Evaluate the effectiveness of own performance in contributing to the management of change.

I was able to play a significant role in the planning, implementation and evaluation of this change plan and used a number of best practice techniques to ensure the new starters received a positive experience to joining the organisation. I have used the ADIE OD model suggested by Roberts (2016) to identify the key elements of the change plan and supplemented this with a number of recommended elements suggested by CDI (2014), including becoming a team champion alongside a colleague and identified clear timeframes and good programme management practices. I was able to communicate clearly and tailor the processes to meet the needs of individuals. I was able to embed the changes by continuing to develop the skills and knowledge of those involved and maintain momentum by periodically checking in with individuals and their line manager to ensure all milestones were met. Finally, I was able to evaluate the change and make recommendations for improvement and received excellent feedback from the individuals and a senior manager regarding the role I played in supporting and facilitating the process.

I appreciated that it would not be possible to achieve the desired outcome alone and, following the learning I gained from my previous module, I recognised the importance of bringing others onboard to support the process. Therefore, I and a colleague enlisted what Kotter (2020) refers to as a volunteer army and developed a peer support group, inviting all Band 5 and under administrative staff from the Workforce & OD Directorate to join. Whilst this was implemented to aid the new employees, it has become much more than that and all members are benefiting greatly from the forum and, in hindsight, wish this had been something that had always been available as it would have been beneficial to those who had joined the organisation in the normal way.

This was a relatively small change affecting a few people, but it required the support of a number of individuals and teams to make it a success and my engagement and communication skills helped me gain that support. I feel this demonstrates how I could be part of a guiding coalition in future (Kotter, 2020), in relation to larger, organisational change. Being able to play a pivotal role in this change plan and coordinate the various elements has been extremely rewarding and to have received the feedback from those I have supported has highlighted my achievement.

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SWOT analysis of Change to onboarding process for new starters

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
Use results of NHS Wales staff survey to inform future plans and start conversations.	
Share learning with wider organisation to assist onboarding of future new starters	
	Presenteeism
	Lack of understanding of job purpose and expectations

From: [Ruth Taylor \(HEIW\)](#)
To: [Siôn Ford](#)
Subject: Induction documents
Date: 06 August 2020 14:52:00
Attachments: [20200528 - All Wales Covid-19 Workforce Risk Assessment Tool - PUBLISHED 28 MAY.pdf](#)
[Welcome New Starters 0104191.docx](#)
[New employee questionnaire-20180525-\(V14\).doc](#)
[Directions to Tŷ Dysgu.docx](#)

Hi Sion

Lovely to meet you earlier and finally be able to welcome you to the team.

Attached are the documents we discussed. I would be grateful if you could look over the COVID risk assessment and confirm you score and also provide me with your car registration number so I can log you onto our system.

I have attached the pension questionnaire, which I would be grateful if you could complete and send to pensions.department@wales.nhs.uk

You will see that I have sent an invite for next Thursday for us to meet again, along with our other team member, Rubeca.

Looking forward to catching up again next week. If you have any questions in the meantime, please don't hesitate to drop me an email.

BW

Ruth

Ruth Taylor

**Cynghorydd Gyrfaedd ag Ehangu
Mynediad**

**Addysg a Gwella Iechyd Cymru
(AaGIC)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Ffôn: 01443 846380
Epost: Ruth.taylor@wales.nhs.uk
We: aagic.gig.cymru
[@AaGIC_GIG](#)

Careers & Widening Access Advisor

**Health Education and Improvement Wales
(HEIW)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Telephone: 01443 846380
Email: Ruth.taylor@wales.nhs.uk
Web: heiw.nhs.wales
[@HEIW_NHS](#)

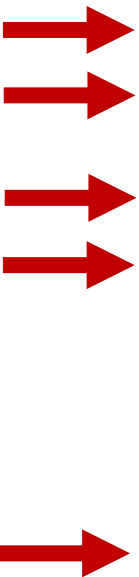
NHS Wales welcomes correspondence in Welsh or English. Corresponding in Welsh will not lead to any delay.

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



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



Evidence 4

From: [Ruth Taylor \(HEIW\)](#)
To: [Sion Ford \(HEIW\)](#); [Beckie Chandler \(HEIW\)](#); [Rubecca Williams \(HEIW\)](#)
Subject: Useful Documents
Date: 11 September 2020 10:59:00
Attachments: [Our Workforce Strategy for Health and Social Care.pdf](#)
[HEIW IMTP.pdf](#)

Hi All

Please see attached HEIW's integrated medium term plan (IMTP) along with the health and social care workforce strategy document. Both of these will help broaden your understanding of the organisation and how your areas link in.

BW

Ruth

Ruth Taylor

**Cynghorydd Gyrfaoedd ag Ehangu
Mynediad**

**Addysg a Gwellu Iechyd Cymru
(AaGIC)**

Careers & Widening Access Advisor

**Health Education and Improvement Wales
(HEIW)**

Evidence 5

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 virtual, 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 • Recommendations and 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 Line managers Change champions

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 and support 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.

Change 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 <u>Resourcing and talent planning survey</u>, 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.

Evidence 6

Onboarding plan

	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 introductions																									
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	
Ruth Taylor	
Ruth Taylor & Emma Carrington	
Other (IT, People Team etc)	

Evidence 7

From: [Sharon Evans \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#)
Cc: [Emma Carrington \(HEIW\)](#)
Subject: RE: CIPD - Contributing to the Management of Change
Date: 08 January 2021 16:13:31
Attachments: [Gantt Chart - onboarding.xlsx](#)
[HEIW New starters Checklist - First 90 days.docx](#)
[Change Plan - onboarding.docx](#)
[image002.png](#)

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)

Telephone: 01443 846388

aagic.gig.cymru heiw.nhs.wales



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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

Morning Sharon

I am just writing to confirm the discussions and agreement that occurred with yourself, Emma and I back in August regarding the onboarding/induction for the three new starters in the Workforce & OD Directorate. Below is a summary of our initial conversation along with attachments outlining the change plan, first 90 day induction checklist and gantt chart highlighting the key milestones of the project.

I would be grateful if you could review and confirm that this is an accurate record and the documents reflect what was agreed.

Emma and I were approached by Sharon Evans, Head of Careers and Widening Access to ask for assistance to support our CIPD studies with developing an adjusted onboarding/induction process for the three new starters due to join the Workforce and OD Directorate in mid August . The process would need to be tailored to take account for the covid-19 restrictions and the inability for normal processes to be followed due to the requirement for all staff to work from home, with limited access to the building. We recognised that joining an organisation in a predominately virtual way would be a significant change for both the new starters and us as a directorate and more effort would be required to ensure that they felt welcomed to HEIW, understood their role and responsibilities and how they fit within the wider context of the organisation. It would important that broader support mechanisms were in place and it was suggested that a peer support group was set up, including the new starters and current W&OD administrative staff to enable a safe place to talk about how they were feeling, ask for support with tasks and allow a safe space to discuss concerns and worries that may not feel they wished to bother their line manager with. It was agreed that approval to set up this group would be gained from Angie Oliver, Deputy Director of Workforce & OD as it affected administrative staff from outside the team the new starters were joining.

It was agreed that Emma and I would develop a check list for new starters to ensure that key milestones relating to their induction were not missed covering mandatory elements such as induction, mandatory training, objective setting along with identification of IT systems they would require training on, pastoral support mechanisms and key documents to aid understanding of the organisation. This would be supported by a Gantt chart that highlighted the key milestones in the project and whose responsibility the task was assigned to and allow monitoring of the change project.

It was agreed that informal monitoring of the project would be undertaken via the peer support group, with Emma and I checking in on the new starters to see how they were doing and settling in and if there was any support that was required, alongside line manager led 1:1 meetings with individuals. A pulse survey will be undertaken in October/November time followed by a focus group at the beginning of January to assess the effectiveness of the changes and make any amendments that could be applied to future new employees.

Many thanks

Ruth & Emma

Ruth Taylor

**Cynghorydd Gyrfaoedd ag Ehangu
Mynediad**

**Addysg a Gwellu Iechyd Cymru
(AaGIC)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Ffôn: 01443 846380
We: aagic.gig.cymru
@AaGIC_GIG

Careers & Widening Access Advisor

**Health Education and Improvement Wales
(HEIW)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Telephone: 01443 846380
Web: heiw.nhs.wales
@HEIW_NHS

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Evidence 8

From: [Angie Oliver \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#)
Subject: RE: idea for new starters in W&OD
Date: 16 July 2020 10:20:13
Attachments: [image002.gif](#)
[image004.jpg](#)
[image006.jpg](#)
[image007.jpg](#)
[image008.jpg](#)
[image001.jpg](#)
[image003.jpg](#)

I think this is an excellent idea – thank you

Cofion cynnes



Mrs Angie Oliver
Deputy Director of Workforce & Organisational Development
Health Education and Improvement Wales (HEIW)
Tŷ Dysgu
Cefn Coed
Nantgarw CF15 7QQ

☎ Ext: 4175
☎ External: 01443 824175 / 07583 097014

Email: Angie.oliver@wales.nhs.uk
heiw.nhs.wales

Mrs Angie Oliver
Dirprwy Gyfarwyddwr Gweithlu a Datblygiad Sefydliadol
Addysg a Gwella Iechyd Cymru (AaGIC)
Tŷ Dysgu
Cefn Coed
Nantgarw CF15 7QQ

☎ Est: 4175
☎ Allanol: 01443 824175 / 07583 097014

E-bost: Angie.oliver@wales.nhs.uk

See our [NHS Wales Staff Wellbeing Covid -19 Resource](#)

aagic.gig.cymru



@HEIW_NHS



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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 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

**Cyngorydd Gyrfaoedd ag Ehangu
Mynediad**

**Addysg a Gwellu Iechyd Cymru
(AaGIC)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Ffôn: 01443 846380
Epost: Ruth.taylor@wales.nhs.uk
We: aagic.gig.cymru
@AaGIC_GIG

Careers & Widening Access Advisor

**Health Education and Improvement Wales
(HEIW)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Telephone: 01443 846380
Email: Ruth.taylor@wales.nhs.uk
Web: heiw.nhs.wales
@HEIW_NHS

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Evidence 9

From: [Ruth Taylor \(HEIW\)](#)
To: [Wendy Wilkinson \(HEIW\)](#)
Subject: RE: Introductory meeting with Careers & Widening Access/Workforce Planning new starters
Date: 28 September 2020 11:12:00
Attachments: [image001.jpg](#)
[image003.jpg](#)

From: Ruth Taylor (HEIW) <Ruth.Taylor@wales.nhs.uk>
Sent: 17 September 2020 13:38
To: Kerri Eilertsen-Feeney (HEIW) <Kerri.Eilertsen-Feeney2@wales.nhs.uk>; Wendy Wilkinson (HEIW) <Wendy.Wilkinson2@wales.nhs.uk>; Krysia Groves (HEIW) <Krysia.Groves@wales.nhs.uk>; Gail Harries-Huntley (HEIW) <Gail.Harries-Huntley@wales.nhs.uk>; Denise Parish (HEIW) <Denise.Parish@wales.nhs.uk>; Christine Love (HEIW) <Christine.Love@wales.nhs.uk>; Jackie Parsons (HEIW) <Jackie.Parsons@wales.nhs.uk>
Subject: Introductory meeting with Careers & Widening Access/Workforce Planning new starters

Hi All

I hope you are well. I wonder if it would be possible to schedule some brief introductory sessions with you all to introduce you to our new team members in the W&OD Directorate. It would be great if you were able to provide an overview of your role/area within HEIW and how it may link in with Careers and workforce planning.

If agreeable, please could you provide me with some dates for mid to late October (30 minutes should be plenty).

Many thanks

Ruth

Ruth Taylor

**Cynghorydd Gyrfaoedd ag Ehangu
Mynediad**

**Addysg a Gwellu Iechyd Cymru
(AaGIC)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Ffôn: 01443 846380
Ebost: Ruth.taylor@wales.nhs.uk
We: aagic.gig.cymru
[@AaGIC_GIG](#)

Careers & Widening Access Advisor

**Health Education and Improvement Wales
(HEIW)**

Ty Dysgu
Cefn Coed
Nantgarw
Cardiff
CF15 7QQ
Telephone: 01443 846380
Email: Ruth.taylor@wales.nhs.uk
Web: heiw.nhs.wales
[@HEIW_NHS](#)

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

Evidence 10

Workforce & OD New starter introductory meetings

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 Cogan	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

Evidence 11

Your Health and Wellbeing

We value your feedback.

Please let us know what you think of our Health and Wellbeing resources here.

Good health and wellbeing are essential to a happy life. It increases our productivity, boosts morale and helps us to be more resilient to the challenges we face everyday.

This area is a one stop portal containing our latest health and wellbeing news, as well as information, resources, policies, guidance and initiatives for HEIW staff and managers.



Public Health Network Cymru



Members of the HEIW health and wellbeing network

Claire Smith is the Workforce Programme Manager for HEIW supported by Emma Carrington and Laura Watts.

If you have any suggestions or queries please email HEIW.StaffWellbeingNetwork@wales.nhs.uk, call, or pop up to the 2nd floor.

- Claire.Smith10@wales.nhs.uk [01443 848621](tel:01443848621)
- Emma.Carrington@wales.nhs.uk [01443 846390](tel:01443846390)
- Laura.Watts2@wales.nhs.uk [01443 846396](tel:01443846396)

To find out more about the network, or to see the areas currently being worked on, visit the [HEIW health and wellbeing network](#) page

What support is available?



What national support is available?



What organisational support is available?



	HEIW Wellbeing	...
	General	
	EAP	
	Health and Wellbeing Matrix Group	
	HEIW Health and Wellbeing Network	
	HEIW Social	...
	General	
	Arts and Crafts	
	Fitness and Activities	
	Food and Drink	
	Fun and Games	
	Greenfingers	
	Happy Birthday!	
	Photography	
	Readers Corner	
	Shower Thoughts and Philosophy	
	TV and Film	
	Veganuary	
	2 hidden channels	
	HEIW WOD Peer Support	...
	General	
	Useful Documents	

Evidence 13

From: [Rubecca Williams \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#)
Subject: RE: Meeting
Date: 07 January 2021 12:26:36
Attachments: [image001.jpg](#)
[image002.png](#)
[image003.jpg](#)
[image004.png](#)

Support from Ruth:

Although it may seem over the top, I've genuinely found Ruth to be an amazing beacon of support for me within HEIW!

Ruth kindly organised and led a series of introductory meetings with a number of teams within HEIW and I've found these to be really useful, particularly from the perspective of developing an understanding of where our teams connect.

Having someone to speak to has been really important to me, and Ruth has been outstanding in regard to this. Constantly at the end of Teams chats or calls, or an email, whatever I need Ruth goes out of her way to help and support me, whether that's answering my overload of questions, giving me advice, to useful information on upcoming conferences and documents – nothing is too much for Ruth and I really appreciate that.

Conscientious, motivated and a self-starter, Ruth helps to give me direction and I thoroughly enjoy working with her.

Thank you.

Rubecca

Rubecca Williams

Cynorthwy-ydd Gyrfaoedd ac Ehangu Mynediad | Careers and Widening Access Assistant
Addysg a Gwella Iechyd Cymru (AaGIC) | Health Education and Improvement Wales (HEIW)
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Evidence 14

From: [Sion Ford \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#)
Subject: RE: Meeting
Date: 07 January 2021 13:14:58
Attachments: [image004.jpg](#)
[image005.jpg](#)
[image006.png](#)
[image007.jpg](#)
[image008.jpg](#)
[image009.png](#)

Hi Ruth,

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, and I've been able to access some fantastic training opportunities. On a personal note, Ruth's been great at helping me and other colleagues to settle in; compared to other places I've worked, I think she's gone above and beyond. Where there have been frustrations, Ruth's offered a safe space for myself and my team mate to be open and productively discuss how we're feeling and what we can do to support each other.

Diolch

Sion

Cofion Regards

Siôn Ford (He/Him)

Swyddog Gyrfaedd ac Ehangu Mynediad Careers and Widening Access Officer

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

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Evidence 15

From: [Rubecca Williams \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#); [Emma Carrington \(HEIW\)](#)
Subject: RE: Meeting
Date: 07 January 2021 12:25:53
Attachments: [image004.png](#)
[image001.jpg](#)
[image003.png](#)

Hi both,

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 Gyrfaedd ac Ehangu Mynediad | Careers and Widening Access Assistant

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Evidence 16



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Health Education and
Improvement Wales (HEIW)

HEIW New Starter Employee Engagement November 2020

Emma Carrington & Ruth Taylor

Introduction

- 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

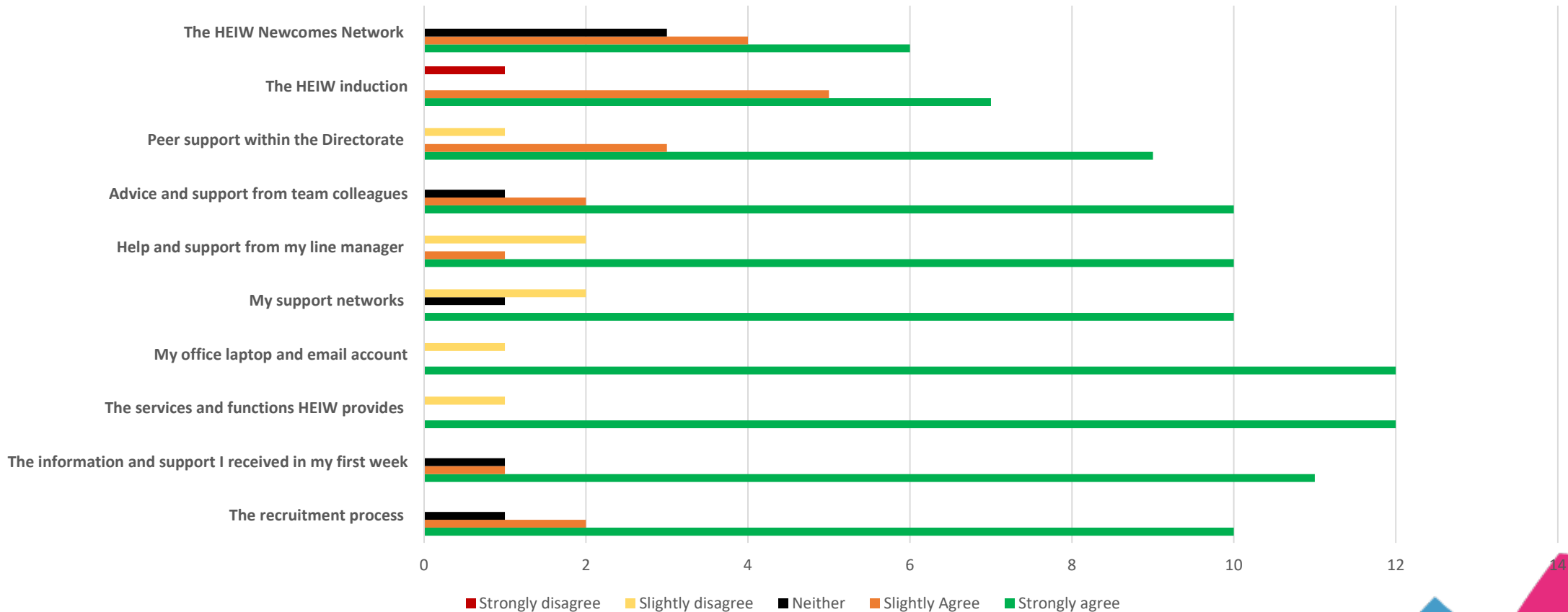
- Pulse survey consisting of 8 questions relating to new starter experience:
 - Recruitment
 - Onboarding
 - Workplace relationships
 - Equipment
 - Induction
 - Ambassadorship
- Survey open for 1 week



Results

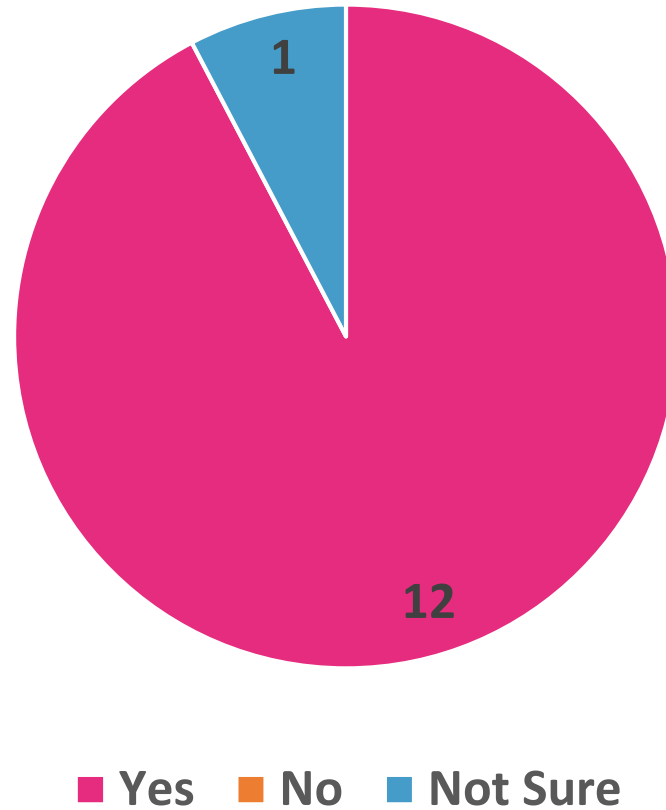
Respondents = 13 (38%)

I am satisfied with...



Results

Would you recommend HEIW as a place to work?



Free text comments

- 3 respondents stated that their experience could have been improved if it weren't for COVID
- 3 respondents stated that they would have liked more information available to them:
 - Whose who
 - Where to find information
 - Single individual to ask questions
- 1 respondent stated that they felt expectations were too high
- 4 responses highlighted good support and excellent communication
- 2 respondents stated that they did not feel supported by their line manager (slightly disagree)
- 3 respondents were neither satisfied or dissatisfied with the induction process
- 2 respondents stated that they did not feel supported by their networks (slightly disagree) with 1 stating they did not agree or disagree.



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 induction, line manager relationships and network and directorate support
= 2 respondents



Recommendations

- Repeat survey in three months' time with next cohort of new starters
- Extend survey time to 2 weeks (not over holiday period) to increase uptake
- 4 respondents provided their details – People Team to make contact to discuss their answers to identify areas of good practice and concern
- Share identified good practice from follow up interviews and survey with line managers
- Identity ways in which information could be more readily available
 - Whose who
 - Identify individual in team as single point of contact for questions
 - Signposting to where to find information
- Review induction and the new comers network to identify opportunities for improvement



Evidence 17a

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

Evidence 17b



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WALES

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

Our Ref: HNACON100719

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

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.

Evidence 19



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Health Education and
Improvement Wales (HEIW)

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



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 introductions																									
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	
Ruth Taylor	
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&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

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



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

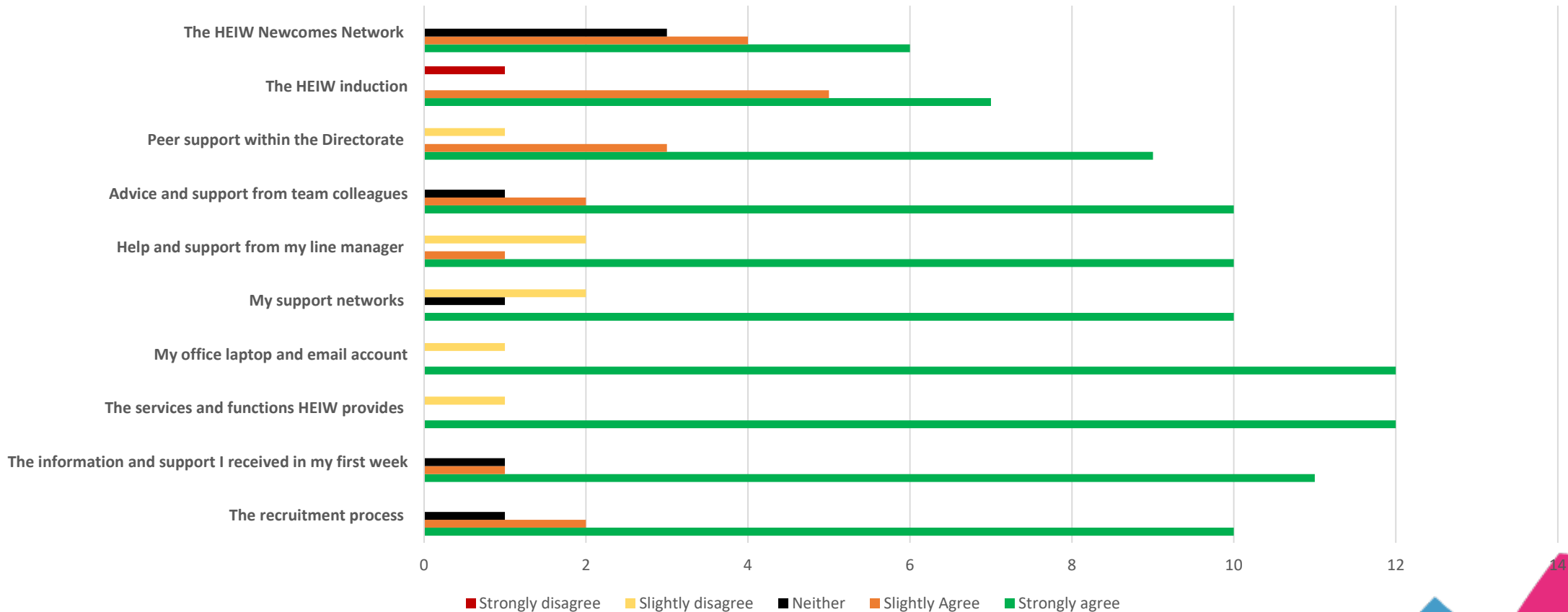
- Pulse survey consisting of 8 questions relating to new starter experience:
 - Recruitment
 - Onboarding
 - Workplace relationships
 - Equipment
 - Induction
 - Ambassadorship
- Survey open for 1 week



Results

Respondents = 13 (38%)

I am satisfied with...



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



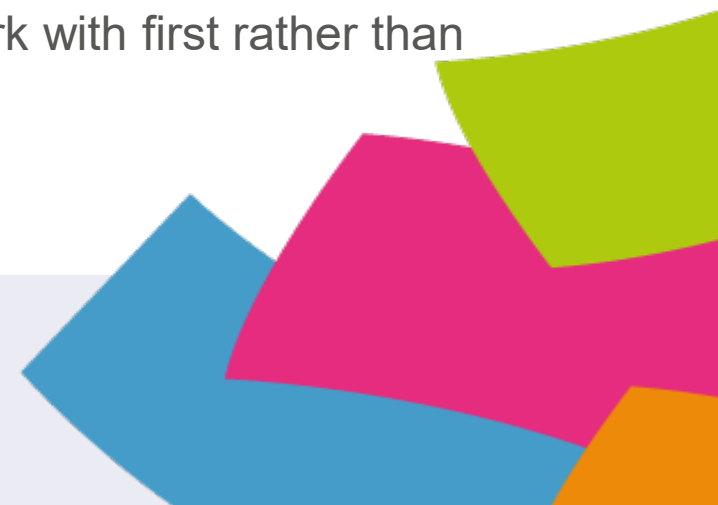
Introductory meeting feedback

“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 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”

“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



Evidence 20

From: [Angie Oliver \(HEIW\)](#)
To: [Ruth Taylor \(HEIW\)](#)
Subject: testimonial
Date: 18 January 2021 09:51:16
Attachments: [image003.jpg](#)

To whom it may concern

Ruth has played a pivotal role in the implementation and delivery a new onboarding/induction process for our newly appointed staff in the Workforce & OD Directorate. This was critical at a time when introducing additional measures to support our new starters in commencing work with us was key during in a period where remote working was and continues to be the our modus operandi.

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

To do this, Ruth has built strong relationships with the new members of the team, supporting them at introductory meetings and outlining how teams can work together. She, along with a colleague, set up a monthly peer support group to provide a network of support for both the new starters and the wider Workforce administrative team. This has proved extremely successful and will continue for the foreseeable future.

Ruth has demonstrated excellent relationship skills, which have been supported by extremely positive feedback from her colleagues.

She presented her and Emma's summary of their change project to me, which clearly demonstrates how successful the project has been. They have also identified areas for improvement, which will help to improve the process further for future new starters.

Ruth and Emma 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

Mrs Angie Oliver
Deputy Director of Workforce & Organisational Development
Sefydliadol
Health Education and Improvement Wales (HEIW)
Tŷ Dysgu
Cefn Coed
Nantgarw CF15 7QQ

☎ Ext: 4175
☎ External: 01443 824175 / 07583 097014

Mrs Angie Oliver
Dirprwy Gyfarwyddwr Gweithlu a Datblygiad

Addysg a Gwella Iechyd Cymru (AaGIC)
Tŷ Dysgu
Cefn Coed
Nantgarw CF15 7QQ

☎ Est: 4175
☎ Allanol: 01443 824175 / 07583 097014

Email: Angie.oliver@wales.nhs.uk
heiw.nhs.wales

E-bost: Angie.oliver@wales.nhs.uk

See our [NHS Wales Staff Wellbeing Covid -19 Resource](#)



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