

Understanding the Management of Change -On the Job Submissions

Word Count: 1040

Activity 1- 380

Activity 2- 658

Student Name: Carys Ratcliffe

Student Number: 2005792

CIPD Membership Number: 5665681X

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: 16 October 2021

In the new CIPD Profession Map, Change is one of the core knowledge areas. Evaluate your knowledge, skills, and ability in relation to this area, using the definitions from the Profession Map and discuss any development needs with your manager (300 words)

The CIPD Profession Map details what successful and effective HR professionals do to add value to both people and organisations. It describes the high standards of professional practice across every aspect and specialism of the profession and the behaviours, knowledge and skills which underpin this (CIPD). The profession map details six areas of Core Knowledge, these are required to be an expert in people, work and change and to make a positive impact in the work environment. The six areas of Core Knowledge are:

- People practice
- Culture and behaviour
- Business acumen
- Evidence-based practice
- Technology and people
- Change (CIPD 2018)

Within these areas there are 4 'levels' - foundation level, associate level, Chartered Member level and Chartered Fellow level. After studying the CIPD Profession Map and these levels, in regards to 'change' I am currently working at Foundation level, but also completing some elements/tasks of Associate level. This is because I understand the purpose of a business case, the importance of planning and managing change and how change can impact all people differently. Additionally, I can understand and consider different change management approaches and their advantages and disadvantages and use these to consider how our employees may experience change differently (CIPD Profession Map 2019).

Some of the key skills I possess to ensure change is implemented effectively across the organisation is communication- explaining why the change is happening, estimated timelines and their role in this and the ability to communicate updates in a timely manner.

I have participated in some smaller changes within Bluestone including communicating pay changes following our market pay review to employees and providing both communication and training regarding our new SMARTPAD system which streamlines and simplifies our uniform ordering process. However, there are always areas to improve in. After a conversation between myself and Jess (my line manager) and analysing the Profession Map, we believe that these areas are:

- To become more involved in planning change considering costs, risks, resources, and outcomes.
- Participate in training managers in change so they become good change agents (Perrin 2017).

I am always available to support the delivery of all processes and help when needed. Often feedback from both line managers and employees arises whilst doing this, part of my role involves acting on this and feeding it to my line manager/HOD when appropriate.

Complete a SWOT analysis of an impending change in your organisation. Clearly list the strengths, weaknesses, opportunities, and threats represented by the change.

In Bluestone, we are in the process of implementing a technology change. This is changing our 'office suite' from Office 2013 to Office 365 (a cloud-based collection of productivity apps), this will improve productivity and efficiency. Before implementing this, it is important to consider/complete a SWOT analysis to understand the strengths, weaknesses, opportunities, and threats represented by the change.

Strengths

- Bluestone, as a business is committed to being the top UK holiday destination meaning they invest a vast amount of time, resources and money into employees and the facilities to ensure that they are the best they can be for staff and guests.
- In the next 3 years, Bluestone is preparing to spend a large sum of money on a 'digital transformation'. This has been designed to improve, upgrade, and implement the newest technology, software systems and devices to our organisation. No other company in the area has committed this amount of money to a project like this one.
- Our current IT software 'does the job'.

Weaknesses

- Our current office suite causes system crashes leading to system downtime. This causes interruptions which has a knock-on negative effect on both employees and guests- also having a substantial cost implication.
- Decreased productivity. The current technology takes a long time to execute tasks as it is very clunky. Additionally, all applications do not connect, making simple tasks more time consuming.
- Problems with the current office suite means our IT department is consumed with maintenance tasks, updates, and service desk emails/calls (Stanton 2016).

Opportunities

- Office 365 is a cloud-based application meaning it includes a host of features not available for other versions of Office.
- This contributes to increased productivity, better customer service and increased sales (Infonore Datasystems).
- As this is a cloud-based application, files can be accessed online whenever and wherever needed. This is hugely beneficial as flexible working and home working becomes increasingly prominent in Bluestone.
- Office 365 has all the eminent core apps as well as an added suite of intelligent tools designed to increase employee/organisational productivity and efficiency.
- This new suite has layered security measures, proactive data monitoring, privacy protection and 99.9% uptime service level agreement to ensure data security (Wright 2019).

Threats

- Using an outdated system increases Bluestone's cybersecurity vulnerabilities.
- There is a threat that inaccurate time estimations can cause problems for employees contributing to unnecessary stress (Chien 2020).

- Whilst changing Office suites there is a higher risk of a security breach due to system upgrades and changes to the data security systems.
- There is a risk that employees will resist this change causing a loss of productivity.

My line manager and I had a discussion regarding the HR implications of this change.

HR and IT must work together to communicate this change across the business. We discussed the importance of being open and honest and choosing the correct communication method to suit the employee/department. We agree that line managers are key at this stage to communicate to their teams in a personal but professional manner, this increases the likelihood of receiving open and honest responses which can then be fed back.

One of the major implications we discussed was HR's role in implementing training and support for employees to get through this change successfully. To do this, we had several ideas including self-help videos which provide advice/show employees how to work the new system, online training sessions and a SOP. This is a document which employees can refer to when needed.

Finally, Jess and I discussed the fact that we, in People Services need to anticipate for resistance to this change. In the organisation, we have used the current software system for some-time so resistance to changing this is likely. We discussed the importance of responding to this backlash in a timely manner to prevent it escalating and implementing changes where necessary quickly.

Below is a stakeholder map for communicating this change. These people are influential in the success of the desired change, failing to communicate and involve these departments will be detrimental. It is vital to communicate with each department in a manner which suits them- this could be through face to face, email, or a series of virtual meetings.

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

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
IT	High	High	Key players.
HR	High	High	Key players.
CSR	Low	High	Keep informed.
Sales/Marketing	Low	High	Keep informed.
F&B	Low	Low	Minimal effort.

Leisure	Low	Low	Minimal effort
Maintenance	Low	Low	Minimal effort.

Bibliography

Chien, C (2020) *What are the 10 biggest risks in software development?* Codebots [online]. Available at: <https://codebots.com/way-of-working/what-are-the-10-biggest-risks-in-software-development>

CIPD- 2013 *Profession Map FAQs* [online]. Available at: <https://beta.cipduat.co.uk/learn/profession-map/2013-profession-map/faqs>

CIPD (2018) *New Profession Map / CIPD Profession Map* [online] CIPD People Profession. Available at: <https://peopleprofession.cipd.org/profession-map#gref>

CIPD Profession Map (2019) *Change / CIPD Profession Map* [online] CIPD Profession for the Future. Available at: <https://peopleprofession.cipd.org/profession-map/core-knowledge/change>

Infonote Datasystems Ltd- *7 Benefits of Software* [online]. Available at: <https://www.infonote.com/software-integration/7-benefits-of-software-integration/>

Perrin, O (2017) *The Role of HR in Managing Change in the Workplace / EmployeeConnect HRIS* [online]. Available at: <https://www.employeeconnect.com/blog/hr-role-change-management/>

Stanton, T (2016) *Top 5 Risks of using outdate technology* [online]. Available at: <https://www.whymeridian.com/blog/top-5-risks-of-using-outdated-technology>

Wright, N (2019) *Everything you ever wanted to know about Office 365*. Nigel Frank [online]. Available at: <https://www.nigelfrank.com/blog/everything-you-ever-wanted-to-know-about-office-365/>