

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Management of Change - Understanding

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

Signed: 

Date: 18th October 21

1.

I work as an Analytical, Recruitment and Changes Officer for Swansea Council and I am based in the Recruiting Team. My role deals with transactional work, so I do not have any authority regarding planning and implementing changes with the Council.

I have however attended an internal Management course where I learnt about the Kulber-Ross stages of change and other change management theories. I also learnt about active listening and styles of communicating. I have also learnt a lot about change management on this course.

Therefore, I believe I can say that I understand how to explain why change is happening, and basic models for how people experience change as well as understanding different change management approaches and their advantages and disadvantages from a people perspective. My next goal will be to learn how to develop change management approaches that align with culture and objectives and how to listen to, engage and mobilise a range of stakeholders to enable change and build capability.

This module has helped me understand why a change-ready culture is important and how to apply it through trust, resolving conflicts and wellbeing. I have also learnt that a key way to sustain change is to keep motivation high by reminding employees of the values and the bigger picture of the change. I would need to look into this in more detail though to know how to assess the best ways to achieve and sustain change.

I understand how data can impact the case for change and this module has helped me learn what a change plan is and the benefits of them. I will need to learn how to manage risk, resources and interdependencies to deliver outcomes next.

I will speak to HR professionals within the organisation to understand how to achieve the next steps. I will also complete any available training whether that is in person or through e-learning to develop my skills.

2. Designing and Implementing a New System – SWOT Analysis

Strengths	Weaknesses
• Representatives from different teams are providing feedback as the system is being made so it should reflect all the needs of each team. • Current system is not the most efficient so should be good to get a new system. • Outdated software can be replaced with a more robust solution.	• If the system comes into effect when staff are working from home, it can be difficult to teach them how to use it. • People from each team must be taken out of their regular role to work on the project so teams can struggle with less people. • Paying some staff who work on the project more than their pay grade so the Council will lose money.
Opportunities	Threats
• Opportunity to design the system to the needs of the business. • Potential to reduce training times due to the bespoke nature of the project.	• COVID-19 can delay progress of new system. It is being designed in India where there was a huge outbreak. • Internet access can stop work on the project. • Working from home can be distracting for some people working on the project/people learning the new system.

The new technological development is a new computer system to keep electronic records of employees of Swansea Council. This system is being developed by an external development company located in India. They are working with a sample of Swansea Council employees who can provide feedback and advice what is needed.

Because the Council are able to have an input in the project design, it is important that HR encourage open communication to allow all employees the chance to have their say. This can be through team meetings, one-to-ones or a survey. An issue with the current system that would be beneficial to change can be realised at any time, so it is important that employees feel able to communicate their thoughts.

When the new system is ready to be integrated, employees will have to input their usual data twice (once in the old system and once in the new system). This can lead to delays in work and low morale. HR will need to keep reminding employees of the bigger picture and the reason why the change is happening. By communicating the benefits of the change and reminding employees of how many issues the old system caused, it gets help employees through the change.

Clear communication from HR also needs to happen throughout the project. Employee's need to be provided with regular updates and instructions of what they need to do.

HR also need to be aware of the normal reactions to change by using change model theories as a guide. The Kubler-Ross steps of change can help HR and line managers identify when someone is stuck in a step and needs help to move on. Lewin's 3 Phase Change Model can help HR understand how new norms and behaviours are developed in an organisation.

HR has a responsibility to ensure the wellbeing of employees. The results of high wellbeing are lower levels of sickness absence, better engagement and morale and a more inclusive culture which can generate ideas. As staff are being taken off teams to work on the project HR will need to ensure wellbeing levels are taken care of for the remaining staff as they deal with increased workloads. Wellbeing will also have to be monitored when the new system is put in place.

3.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
External Development Company	High	High	Key Players

Line Managers	High	High	Key Players
Employees	Low	High	Keep Informed
HR&OD	Low	High	Keep Informed
Tax Payers	Low	Low	Minimal Effort
Future Recruits	Low	Low	Minimal Effort