

Organisational Fact Sheet.

AC 1.1

Three key external influences impacting the organisation.

In order for organisations to sustain within its market it is essential to look at external factors that could have positive or negative impact on the organisation and to adjust plans accordingly in order to be reactive and successful.

According to CIPD (2023) PESTLE Analysis tool is useful as it focuses on Political, Economic, Social, Cultural, Technological, Legal and Environmental factors when considering external threats.

Within my organisation, Rhyal Engineering, we have a 5 year business plan (2019) to work towards, whilst looking at external factors, we have currently identified a negative threat which is having a Political, Economic and Legal impact on our organisations activities.

The Power Stations and Refineries we operate within are regulated by Terms and Conditions of the NAEI Agreement (2022) covering all aspects of employment such as hourly rates, travel time, accommodation etc, The NAEI Agreement is in place for consistency and fairness and protected by unions who fight for employees' legal rights.

The build of a specific power station which doesn't come under NAEI agreement (2022) is creating external threats for our company in many ways. The build enables companies to obtain skilled labour with inflated salaries, enticing people to work for them.

The external threat is potentially harbouring our business as we are unable to increase salaries above the restrictions of the NAEI Agreement, this political factor is having economic and legal consequences as it's affecting our ability to retain skilled labour with being unable to compete with salaries offered, we are facing a shortage of skilled labour which will lower productivity and affecting our ability to source and commit to new contracts, there is also the threat of employees striking which will have a detrimental effect on our business activities due to loss of time and productivity for the organisation as well as affecting employees financially if strikes go ahead.

A.C 1. 2

Two business goals and the importance to plan how these will be achieved.

According to Waite et al (2021) a goal is statements setting out direction.

Rhyal Engineering 5year Business plan (2019), align company values and vision with organisations goals enabling employees to be clear on the business's goals and the process on how these are achieved. Within our 5-year business plan (2019) we set out departmental roles and responsibilities looking at strategy development within organisational objectives, strategies to be deployed, process in order to achieve these and execution which align with organisations core vision and values.

It is important to plan how we achieve our goals and ensure employees understand objectives with clear guidelines to follow. According to Waite et al (2021) using SMART structure, Specific, measurable, achievable, relevant and time bound, provides good method, taking from the starting point to the review stage ensuring all stages are carried out and is continuously monitored and tailored according to changes that may arise.

We also use PDCA cycle when planning business goals, this is broken down, Plan, establish the organisations objectives and process, DO, communicate and implement to all employees, Monitor, measure and report and Act ,taking action to improve when needed as detailed in ASQ (2023), we embed this within our business management system document (2023), it is vital changes are communicated effectively and consistently to staff as everyone reacts differently. According to Waite et al (2021), as people professions, it is important to recognise that not all plans work as envisioned, so a contingency plan is needed in place for such events.

One of our 5-year goal within our Business Plan (2019) is to increase turnover and profitability. Our aim is to consistently review the energy market which is revolving to more environmentally friendly forms of energy and look for opportunities within the emerging markets to progress the business forward.

Our plan to achieve this is to continue to invest in the infrastructure and workforce taking into consideration both internal and external factors which could affect the organisation.

Our second goal is to build our market share within the industry.

Our plan to achieve this is by targeting our core business of storage tanks and vessels but also look at further opportunities within piping, steelwork, installation and general fabrication to open our market to a wider audience which will tie in with turnover and profitability as well as increasing our share of the market.

A.C 1.3

Organisation Products/ services we offer and our main customers.

My Organisation, Rhyal Engineering (2019) specialise in the design, construction, refurbishment and maintenance of storage tanks and vessels as well as providing services to many mechanical engineering sectors, such as steelwork and pipe fabrication.

Our main customers are clients within the oil, gas, LNG, nuclear power, renewable, water, energy, transport and storage industries and refineries across the country, we also have private clients looking for steel works for commercial or private properties.

A.C 1.4

Review of information and communication technologies available to people professionals AND how these are used to improve working practices and collaboration.

According to CIPD (2023) COVID has helped enhance information and communication technologies due to organisations needing to react to world changes at that time which

have proved positive for organisations which may have otherwise taken longer to implement under normal circumstances.

Within Rhyal engineering, our people professionals used teams, the internet, email, smartphones, online documents as lines of information and communication for quite some time which have proved effective ways for us to communicate.

More recent years we have looked at further enhancements to benefit the organisation to move to a more cloud-based approach such as cloud-based platforms and managements systems which is documented within our business plan.

Waite et al (2021) Advise online platforms to have grown in popularity. Cloud based system allow our department to locate and access documents from any location automatically saves eliminating the risk of losing material.

Good examples how this technology has helped us within our working practices and collaboration is in the recruitment process. All starter information, contracts, policies and procedures for new and existing staff are uploaded onto the platform making the process more accessible and quicker with the facility to electronically sign documents, we also use teams to conveniently connect with employees which is proving successful and more cost effective for the organisation.

Forbes (2021) suggest Teams is an effective way to communicate for us which we were not familiar with before COVID, we are able to hold business meetings without all being on one place. The use of social media, according to Waite et al (2021) Martin et al (2013) is also an innovative way to exchange opinions and views as well as an effective communication tool, Facebook and LinkedIn have also helped us enhanced our presence in the market as we are able to showcase our brand, products and services as well as recruit.

A.C 2.1 Definition of organisational culture AND why it is important to foster appropriate and effective workplace culture.

According to Waite et al (2021), organisational culture is key to the success of any business aligning with organisations vision and values, defining what is and is not acceptable within the business and how individuals relate to each other.

According to Harvard Business Review (2023) Organisational culture are beliefs and values that are unique to an organisation which provides context, the distinction from strong and weak organisational culture and demonstrates how strong culture enlist commitment and emotion to the organisation.

CIPD (2023) advise It is important to foster appropriate and effective workplace culture as People Professionals in order to move forward with goals and strategic plans positively and create a diverse and inclusive environment, it is vital that employees understand the organisations cultures and values. according to Waite et al (2021) People Professionals can help promote such cultures by encouraging employees to speak up and know they are valued and their opinion matters, have open door policy, develop and promote fair policies, roll modelling effective workplace values and behaviours and promote good ethical practice.

Remit (2021) suggest workplace culture is hard to change once embedded within individual mindsets which if delivered and communicated positively proves invaluable to the organisation, however, if culture is not communicated and received positively this causes problems in all areas of the organisation. It is critical there is a continuation process of evaluation, for example, from job advertising to the interviewing process, employee engagement, training, ongoing CPD, employees reviews, at all stages, the organisations positive culture can be promoted and encouraged which helps embed the ethos and values of the company. Employees are clear on goals and objectives of the organisation which in line builds a strong diverse and inclusive workforce helping eliminate potential workplace issues which helps retention of staff.

A.C 2.2 – Explain how organisations are whole systems and how people professionals work and actions could impact within the organisation.

Waite et al (2021) advise all organisations are whole systems considering structure, systems and processes as well as culture.

There are a variety of useful models' businesses can use to help focus on their organisation as whole systems to better understand how actions can impact other areas of the organisation.

According to CIPD (2023) models such as McKinsey 7-S and Burke Litwin helps organisations look at its current situations and how these elements are linked to the organisation as a whole and consider the impact change would have. Within Rhyal Engineering we look at a Holistic system approach based on the McKinsey 7-S model which is within our organisations structure document (2023). There are 7 key areas to consider within the model.

The structure, how the organisation relates to each other as a centralised function, systems, processes and procedures in place in the different areas of the business, style, relating to the culture and how managers perceive to reach organisations goals, staff, the types of personnel to consider within the organisation, skills, capabilities of individuals and the organisation as a whole, strategy, business plans and goals the organisations wants to meet within a specific timeframe, shared values, employees relating to the organisations vision and values to achieve the organisation goals.

Within Rhyal Engineering we have produced a Hierarchy structure to define roles and responsibility of all staff from directors, management, supervisor and so forth, this is documented within our roles and responsibility organisation plan(2023) focusing on the organisation as whole systems, all departments have individual processes and procedures in place to allow that function to operate effectively, any changes to documents need to filter through to a quality lead to advise on legal compliance, all departments training or changes are discussed to meet the needs of individuals and the organisation.

People professional actions can impact elsewhere within the organisation, a good example of this within Rhyal Engineering is recognising the need to implement a change in our training matrix which HR currently have control over but directly impact line managers on site, health and safety and employees, within Rhyal Engineering (2019) Business plan, the current model is difficult to keep updated and out of date as a lot of the certificates are

posted and filed manually. The potential new system involves implementing online training where all training can be accessed and uploaded online. This will have an impact on site managers and employees.

When analysing the impact of this change we have to consider how this will affect employees and line managers, possible lack of technology skills with various staff, and difficulty accessing training they need which may require them to come off site to complete face to face training which will have a financial and time issue, it also impacts the current processes we have in place within our structure, how training reporting for other departments work for auditing purposes which will affect these departments and could be time consuming learning new skills, the skills required to implement and develop the system and the different departments which will need training to help with this.

This can have an impact on the organisation as a whole and as people professionals we need to be aware of the impact of this on other departments and individuals to analyse the positives and negatives.

A.C 3.1 – Explain why it is important organisational change is planned, and effectively managed?

According to CIPD (2023) Change within organisations are not an option and enables businesses to continue to develop and grow within their sectors and people practitioners play a key role in planning and implementation.

It is important for organisations to plan effectively for any change and change is received by employees in a positive way, so communication is key. organisations who do not plan for change can have devastating impact on business which can sometimes be irreversible affecting everyone within the organisation, but not evolving and looking at opportunities for change an organisation can be left behind within their profession.

According to Waite et al (2021) there are two types of change, Incremental, this consists of small changes with minimum effect on the business or its employees and fits within the existing paradigm, the second type being Transformational change, this is where a significant change in organisational operations and would have a bigger impact on everyone.

Bizfluent (2023) advise the key to an organisation plan being successful is looking at all aspects of the change and potential implications, issues and resistance to be fully prepared and adaptable and any change is considered, clear and communicated effectively, change affects the operations of the business as well as its employees so it is important for people professionals to be aware of this and manage accordingly.

There are many models' organisations can draw on to effectively manage change such as Kotter's 8 step change or Lewin's Model. Mindtools (2023) believe Kotter's model allows organisations to get on board with the change and walk through the 8 step process suggesting communication as being key for success.

Within Rhyal Engineering we are most familiar with Kotter's 8 step change for large scale changes which need to be successful as breaks the changes down in to manageable stages,

with every stage demanding clear communication, review and consideration before moving onto the next stage, this allows for any problems to be resolved at each step and if needed the plans to be adapted to allow for these before moving on which helps change to be more streamlined and the business plans and objects to be successful. This is embedded within our leadership and commitment document (2021).

A.C 3.2 – The importance and role played by people professionals within change.

According to Waite et al (2021) People professionals play vital roles when change is being implemented within organisations with communication being key.

According to CIPD (2023) People professionals champion better working and our roles are widespread to consider the organisations needs as well as employees. We are there to support the organisation through change, by acting as a gatekeeper, driving change within the organisation, facilitator of the change consulting with other departments, driving force behind decisions and actions, acting as a champion for the change promoting positivity and communicating the organisations core values and goals to help facilitate change, critical friend offering open dialogue concerning the change and being supportive, recording and monitoring progress to ensure any problems are address and if the change needs to be revisited and amended being the driving force behind this being achieved.

The People Development Magazine (2020), advise people professionals are key members to communicate information, motivate and drive core values and vision in positive ways.

A.C 3.3 Different ways change can impact people.

According to Waite et al (2021) Organisational change can affect people in a variety of ways effecting people both positively, for example, a promotion which would have a positive effect on financial situations and better career opportunities or negatively such as pending redundancies, change of job role.

According to Change Management Coach (2023) the Kubler-Ross process of change is a good example of the emotional responses people can react to change, whatever the change is. Shock and denial, when the change is initially announced if not expected, then anger, bargaining, depression and finally acceptance.

It is vital that people professionals understand some people are more resilient than others and people can find difficulty in adapting to change which is why it is key to plan for these scenarios, understand the impact change can have on individuals and look to manage these emotions and lead individuals though the process of the change in a positive way.

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