

Module Name: Contributing to the Management of Change – 5AOC

Word Count: 1898

Student Name: David Harris

Student Number: 1907534

CIPD Membership Number: 55479883

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: 06/05/2021

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Contributing to Change Management

There is an ever-increasing need for organisations to become and remain agile, with change being a constant within most organisations (CIPD). This includes all sectors of industry, including public sector, private sector as well as the third sector or not for profit organisations.

The need for agility needs to be ingrained into organisations and employees and line managers must ensure that they are equipped to deal with such changes (McKinsey & Co, 2020), whether these are due to internal or external factors. For this to take place, organisations need to understand the need for change to be managed effectively and must make sure their staff are trained in how to deal with these changes when they occur. This must include resilience training for staff, as well as training line managers in how to support their staff when they are faced with a change process.

To support the above, there is also a need for HR to remain agile and for policies and procedures to be fluid enough to be able to support change taking place quickly and with as minimal barriers as possible (CIPD, 2014). This can include flatter organisational structures to reduce the approval process for any changes, or more generic role profiles, to assist in moving people throughout an organisation if this is needed. Policies and procedures can also assist by supporting individuals who may be affected by a change programme. This can include a wide range of family centred policies, including the provision of flexible working arrangements, more agile and fluid working patterns or the use of smarter and home working practices. This has never been more apparent than since March 2020, with the emergence of the COVID-19 Pandemic. This has catapulted the world into considering vastly different ways of working for most organisations, with change inevitably having an impact on workers in these areas. This includes organisations who have change manufacturing process, to the wide spread increase in home working and the IT changes and advancements that this has brought about, some of which has been done in days rather than months. This pandemic has proven the ability for mass change to take place in quick time and has shown the impact that urgency and a collaborative approach can have on a change management process.

The need for change has been no different in Dyfed-Powys Police, with a large proportion of the workforce having to work remotely and for long period of time, with little time to plan for this. This has resulted in changes to many processes, however it has also given rise to improvements in the way the organisation works, with processes becoming more digital and automated wherever possible.

During the period since the COVID pandemic started, the HR team within Dyfed-Powys Police has been required to work in a more remote and agile manner with far less time spent in the office. This has required a change to certain processes to allow business to continue as normal, whilst ensuring that performance remained unaffected. One of these process changes which I have implemented is a move from a paper based recruitment administration process to a completely virtual process. This was required due to multiple issues, which are namely:

- Excessive paper being used in the process, with unnecessary documents being printed and filed within each recruitment file.
- Delays being faced with the authorisation of recruitment files due to these having to be manually checked and signed, particularly due to agile working.

- Lack of consistency in recruitment file construction.

Recruitment is an ever-changing and evolving process, and COVID has certainly increased the speed by which these changes take place, with a more digitised process being ever more common place (Robinson A, 2020).

To start this process change, I initially met with my team to discuss the issues we were encountering and to discuss what impact this would have if we were required to work completely remotely from the office (EV1). Following this meeting we were able to agree that the files were being completed differently by different individuals in the team. Additionally, we were also able to identify that the current paper based process was a longer process, requiring each piece of correspondence to be printed off and saved in the recruitment file individually. This process also resulted in the paper files being largely made up of documents which were not always of use to the recruitment process, and often consisted of simple e-mail traffic.

I drafted a stakeholder analysis (EV2 & EV3) to identify who would be affected by the proposed change, and whether these individuals were part of our department or outside. This identified that as well as the HR Team, we would also need to inform the Payroll team of this, as they would now be receiving new employee forms electronically rather than a physical copy as they previously had done. It was felt that this would not impact Payroll greatly, as they too were starting to digitise their process in its entirety. This process was key to be able to identify who would be affected by the change and needed to be communicated with during the process (KnowHow, 2017).

Once we had identified the different groups affected, I drafted a brief communication (EV6) to explain the change in our process, the background to the change, what affect this would have on the different stakeholders along with what benefits this would bring to the recruitment process (Management Study Guide, no date). I also drafted a brief change plan, to ensure that important elements of the process were document fully (EV5). One of the documents I created was a brief user guide for my team (EV8), explaining the nature of the change and how the recruitment files would be designed moving forward as well as an e-mail to the payroll team to explain how they would be receiving employee data moving forward (EV4). Additionally, we looked to amend part of our recruitment process to move away from receiving paper interview booklets, wherever possible. This linked in with the organisation's move away from face to face interviewing to a Skype interview platform (EV7).

To ensure that the HR team understood the new process, I delivered a brief training Input to explain how to set up the new electronic recruitment files, so that everybody understood how this process worked. This was followed up with some shadowing when new vacancies were to be advertised, so that the new process was fully embedded (EV17).

During the implementation of the new process, I identified that due to recruitment files and paperwork now being transferred by e-mail across the team for checking and authorising, this was causing an issue with e-mails due to the size of these documents. I e-mailed this issue to the team and suggested the use of a file transfer process, which I had used for other processes in the past (EV16). This involved a folder being created within the organisations W Drive (EV9, EV15 & EV18), which would be separate to the recruitment file set-up, however would allow large files to be transferred between team members without the use of e-mail (EV10). This process was then discussed in a subsequent team meeting and the team were happy to trial this to see whether it would alleviate the issue with mail box limits and e-mails therefore not being sent.

2

During the implementation, period there has been a need for regular discussions regarding this process and how well it was working. This formed a regular part of the HR team meetings and was discussed at length on occasions to ensure that it met the needs of the recruitment process, maintained an adequate level of information within the recruitment file, whilst also not increasing workload for the team (EV13). During these discussions it was identified that a member of the team was not regularly creating a progress sheet for each individual; which contained the latest updates for each successful applicant in any recruitment process. This document was vital as it offered a snapshot of progress on each vacancy, but also acted as a checking mechanism when the file was reviewed and signed off. In light of this I had an open and constructive discussion with the individual about the importance of this and whether they required any additional support in this part of the process. Through these discussions we were jointly able to identify that this was just an oversight, due to the process now being digital, whereas previously this would have been a paper based process where they would have stored copies of this form at their desk. We were able to identify a new means of this being identified, with a new folder being placed in all files, specifically for the progress sheet (EV9).

In addition to regular discussion with my direct team, it was important to maintain a positive relationship with the other key stakeholders, such as Payroll and some of the Business Leads. This ensured that the process continued to work for all stakeholders and if issues arose, then these could be addressed as promptly as possible (EV10). This communication was vital to ensure that both teams knew how the change would impact on each other's processes, particularly given the need for this to be in place with the need for remote work.

3

Overall this new process - whilst not large scale in its scope or the level of resources required to implement it - has definitely had a positive impact on the way in which the recruitment process has been delivered during the COVID pandemic and resulting lockdown period. There has been a vast improvement in the speed with which recruitment files are able to be processed and a far more efficient means of file creation and file make-up. In addition, there has been other areas of improvement identified during the course of the change plan, which has resulted in amendments being made to the change process. Since the enforcement of national lockdowns and the organisation's instruction for employees to work from home if they are able, recruitment files have continued to be processed with minimal delay and shared across the organisation's network freely and easily. Staff within the Business Support Unit have seen vast improvements in the speed at which files can be created.

The outcome of this process has been communicated to the Head of the Business Support Unit, in a brief update to highlight areas of continuous improvement within the department and how the HR team has been able to adapt ways of working during the pandemic to ensure business delivery remains unaffected (EV11 & EV12). In addition to this I also undertook a self-reflection on how the change plan was planned, delivered and analysed afterwards. This is a key part of any process, to allow you to understand what has worked well and what would need development for the future

(HBR, 2017). This has shown that, whilst the change was a success and met the overall aims, it would have benefited from a clearer plan and more defined success measures (EV14). This would have allowed for a more clear rationale to how beneficial the change has been. This, coupled with the inclusion of some benchmarking data, would have allowed for a greater objective data set to be presented to show the true benefits of the change process and its impact on service delivery.

Bibliography

There are no sources in the current document.

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CIPD Candidate evidence matrix

Candidate name: David Harris				CIPD Membership/registration No.:		
Qualification title: Higher Diploma in Applied HR				Unique Learner No. (ULN): 1907534		
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	Agenda from Staff Meeting to discuss new change to Recruitment process	EV1		
		1.2	Stakeholder Map	EV2		
		1.2	Stakeholder Communication Groups	EV3		
		1.3 & 1.4	Change Plan E-Recruitment Files	EV5		
		1.4	Draft Communications to Stakeholders	EV6		
		1.5	Communication E-mail to Payroll	EV4		
		1.5	E-mail to Business Leads regarding interview booklets	EV7		
		2.2	User guide for BSU on recruitment file creation	EV8		
		2.2	E-mail from SD regarding training on file creation	EV17		
		2.2	E-mail to team to explain Document Transfer process	EV16		
		2.3	Email to Payroll to advise of new process			
		2.4	Screenshot of 'HR BSU File Transfer' folder	EV15		
		3.3	E-mails between Payroll and HR re process	EV10		
		3.4	Evaluation summary on E-Recruitment file process	EV11		
		3.3	Email to LD with evaluation summary	EV12		
		3.2	E-mail to SD regarding progress sheet creation and amendment to folder make-up	EV9		
		2.3 & 2.4	BSU Team Meeting Notes	EV13		

	3.4	Self-Reflective Evaluation	EV14	
		Screenshot of BSU File Transfer	EV18	
Candidate declaration:				
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.				
Signature:		Date:		07/05/2021

Notes on candidate evidence matrices

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

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

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

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



Ev 1

BSU Meeting Notes

Date:

Attendees:

David Harris

Sheila Morris

Eiryth Holdcroft

Sian Davies

Joseph Rees

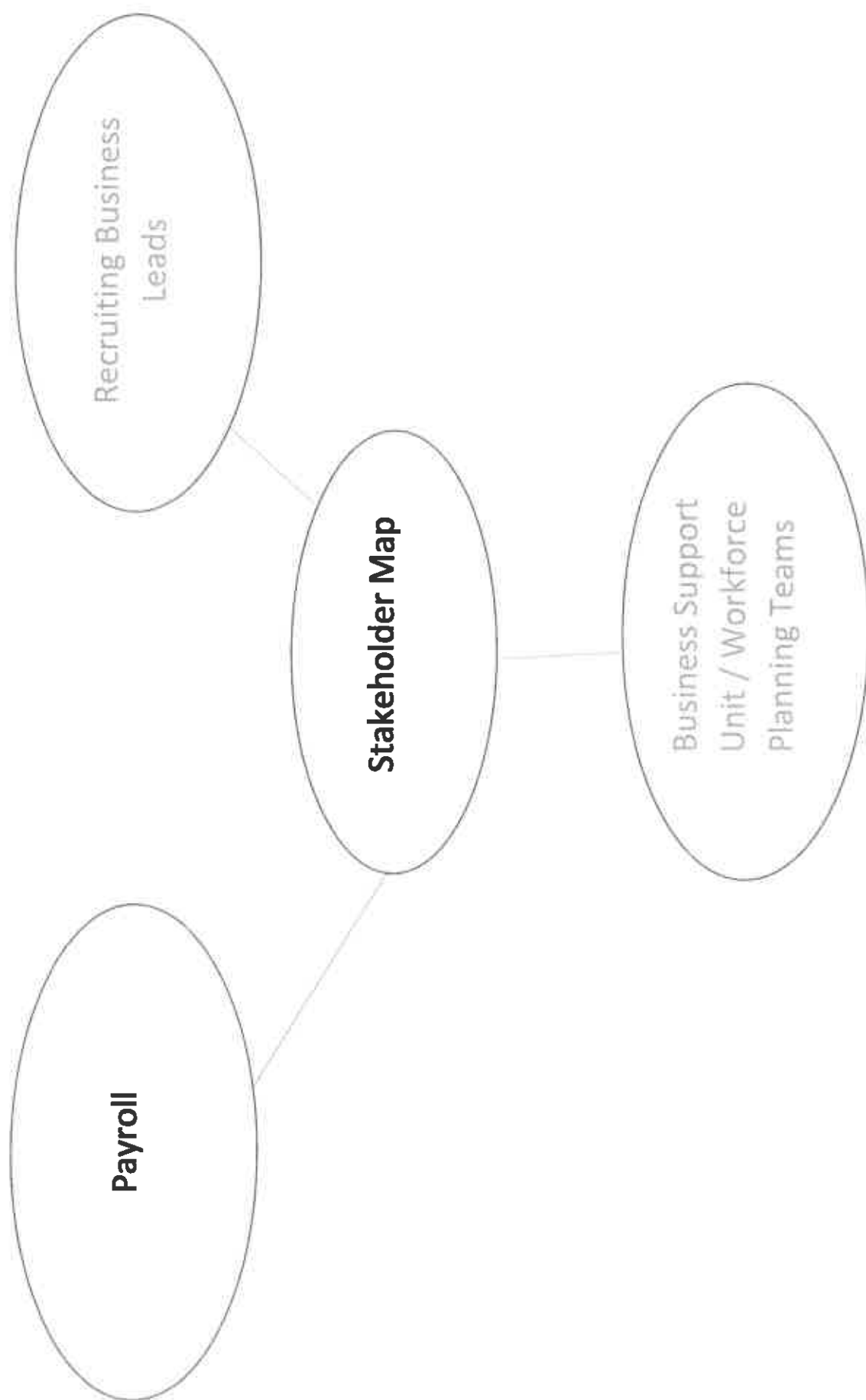
Lia Jones

Agenda:

- 1. Welcome**
- 2. Organisational Updates**
- 3. Recruitment**
- 4. Learning and Development**
- 5. Training requirement**
- 6. New Recruitment file process**

Action:

- 1. DH to check on system access for Lia for Oleeo**
- 2. DH to chase up progress on sickness management system updates with IS&T**
- 3. SM to provide update in next meeting on NIE and NPPF Exam process**
- 4. Agreed process for new recruitment file digitisation – DH to draft user guide**



	A	B	C	D	E
1	Stakeholder Groups		Communication Frequency		Communication Detail
2					
3					
4					
5					
6					
7					
8					
9					
10					
11	Payroll				
12	Danielle Rotberg				
13	Claire Gooding				
14	Diane Culpeper				
15	Stephanie Pither				
16					
17					
18					
19	Business Leads				
20					
21	All Recruitment Business Leads as identified per recruitment process				
22					
23					
24					
25					

Harris David

To: Payroll
Subject: Change to Recruitment Process

Good afternoon all,

As you will be aware, due to the requirement for individuals to work remotely more often, due to the COVID pandemic, the HR team have been looking at ways to amend our processes to adapt to these challenges. Part of this has been to look at how the recruitment process currently works and this will mean a move to a more digital way of working.

Our intention is that the recruitment process will become a fully digital one, wherever possible. This will mean that with immediate effect all new starter paperwork will now be held electronically by the HR team and will only be transferred to you by e-mail and not in hard copy. This will reduce the time take for these files to be created and authorised and should reduce and delay in them being provided to Payroll. This change will also fit with the organisation's move to a more 'smart' way of working and should also fir with your intention for Payroll to become fully digital.

I would be grateful for your support in this matter, however should you find that this poses any issue for your processing, please do not hesitate to contact me to discuss.

Regards
Dave



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
Heddlu Dyfed-Powys Police
Ext:23817

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Electronic Recruitment Administration – Change Plan

Created by	David Harris
Date	10.03.2021
Version	0.1

Vision and Objectives

The objective of this change programme is to transfer the current recruitment administration process for a paper based process to an electronic one, fully utilising IT to support this and to reduce the necessity for document handling and duplication of process wherever possible.

Activities to achieve objectives (*attach Gantt chart*)

- Amending of current file layout.
- Creation of electronic progress sheets for all recruitment processes.
- Alteration of Progress sheet to incorporate link to recruitment file.
- Communication to key stakeholders.
- Evaluation of process and amendments, as required.

Business case (*evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks*)

The benefits of altering this process to be an electronic one is that this will reduce unnecessary double handling of paperwork, as well as reducing any delays potentially caused by remote/agile working and will speed up the process of file quality assurance and authorisation.

People affected (*stakeholders – employees, particular employees, customers, shareholders*)

There are several different groups which will be affected by the implementation of an amended vacancy request form. These are as follows:

- Business Support Unit Team
- Business Area Recruitment Leads
- Payroll

Scope of change (*eg one site, one product group*)

The scope of the change will cover the full recruitment administration process, including the initial set up of recruitment files, the collation of recruitment information during the process and the completion and authorisation of new employee forms at the conclusion of the process, including the transfer of this data to Payroll.

Roles (*project manager, sponsor, team members*)

Business Support Officer - HR
BSU Recruitment Team
Business Support Officer Payroll

Support to be offered (*advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan*)

Due to the change planned, there will be limited support needed for the stakeholders, however support would be offered to the Business Support Unit staff as these would be most affected by the new process. This support would include:

- Business Support Unit Staff – Creation of a simple user guide to explain how the new filing process will work, including screenshots.
- Business Support Unit/Workforce Planning Team – Regular discussions at Recruitment team meetings on process success. User guide on how the process works to be provided.

Resources required, including cost (*equipment, time, people, materials, guidance*)

Resources required include:

- Business Support Unit development time.
- Business Support Unit– Testing time.
- Guidance documents to be created

Monitoring activities

The use of the digital system for recruitment file creation and recruitment administration will be monitored on a weekly basis, and will be discussed in HR Recruitment meetings with the Business Support Unit staff.

Success Measures

The success of the new process will be measured in the accuracy and completeness of recruitment files, the speed in which these are able to be quality assured and the ability to be able to complete this in a remote manner.

Business Support Unit

As you are aware, due to the current COVID pandemic and the likelihood of this resulting in a need for a greater degree of 'Agile' working, there is a need for us to amend the way in which we do business. This will affect many aspects of our business and the way in which we deliver services and should be seen as a catalyst for improvement.

As discussed recently, one of the areas of change for us will be the way we deliver recruitment services, with the need to digitise this process wherever possible. This will mean a move away from the current paper process to a more digital way of working. We will look to move away from paper recruitment files completely, replacing this with a solely digital file, with all necessary documents within it. Amongst some of the perceived benefits of this process will be a reduction in the delays faced with the authorisation of paper files, a more cohesive and streamline recruitment file being created as well as a reduction in paper consumption.

Over the coming days I will be preparing a user guide to explain the new file format and how this will be accompanied with a new digital progress sheet for each vacancy. This will explain exactly how to continue to deliver business in this new way, with minimal disruption to us all in these strange times.

Thanks in advance of your continued support in ensuring we offer the best possible service.

Payroll

As you will be aware, due to the requirement for individuals to work remotely more often, due to the COVID pandemic, the HR team have been looking at ways to amend our processes to adapt to these challenges. Part of this has been to look at how the recruitment process currently works and this will mean a move to a more digital way of working.

Our intention is that the recruitment process will become a fully digital one, wherever possible. This will mean that with immediate effect all new starter paperwork will now be held electronically by the HR team and will only be transferred to you by e-mail and not in hard copy. This will reduce the time take for these files to be created and authorised and should reduce and delay in them being provided to Payroll. This change will also fit with the organisation's move to a more 'smart' way of working and should also fit with your intention for Payroll to become fully digital.

I would be grateful for your support in this matter, however should you find that this poses any issue for your processing, please do not hesitate to contact me to discuss.

Business Leads - OK

Good afternoon all,

As you are aware the current COVID pandemic is affecting all business areas across the organisation and recruitment is looking to adapt to cope with the current changing landscape.

In line with the organisation's decision to cease all face to face interviews, with these now only being conducted via Skype for business, the Business Support Unit are also looking to amend the interview booklets themselves and the way these are administered. With immediate effect, the interview booklets have been altered to provide additional information to business leads on how to undertake a Skype only interview, to include the need for identification to be seen virtually and to ensure that

applicants are aware that they are not able to refer to notes during their interview. In addition, all interview booklets will now be able to be accepted virtually, rather than as physical documents. These booklets are to be forwarded to the Business Support Unit Recruiting email address of bsu-hr-recruiting@dyfed-powys.pnn.police.uk.

Should you have any queries regarding this process, or any other recruitment matters, please do not hesitate to contact a member of the Business Support Unit HR Team.

[SWYDDOGOL OFFICIAL] New Interview Booklets and Process

SWYDDOGOL OFFICIAL

Good afternoon all,

As you are aware the current COVID pandemic is affecting all business areas across the organisation and recruitment is looking to adapt to cope with the current changing landscape.

In line with the organisation's decision to cease all face to face interviews, with these now only being conducted via Skype for business, the Business Support Unit are also looking to amend the interview booklets themselves and the way these are administered. With immediate effect, the interview booklets have been altered to provide additional information to business leads on how to undertake a Skype only interview, to include the need for identification to be seen virtually and to ensure that applicants are aware that they are not able to refer to notes during their interview. In addition, all interview booklets will now be able to be accepted virtually, rather than as physical documents. These booklets are to be forwarded to the Business Support Unit. Recruiting email address of hsu-hr-recruiting@dyfed-powys.pnn.police.uk.

Should you have any queries regarding this process, or any other recruitment matters, please do not hesitate to contact a member of the Business Support Unit HR Team.

Regards
Dave



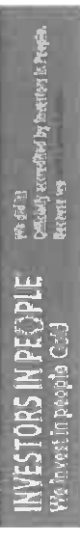
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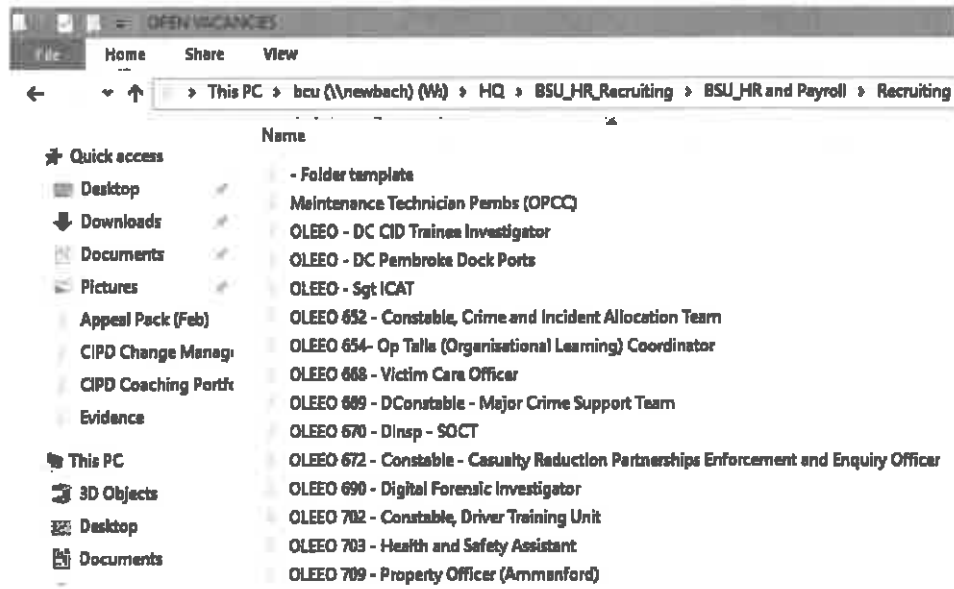


E-Recruitment File Creation – Simple Guide

Now that the Recruitment files will be fully digitised, the process for the creation of a file differs to how it would have been done manually. This guide details the necessary steps to ensure that these files are created in a consistent manner.

Step 1:

First open the 'Open Vacancies' folder within the Recruitment folder.



Step 2:

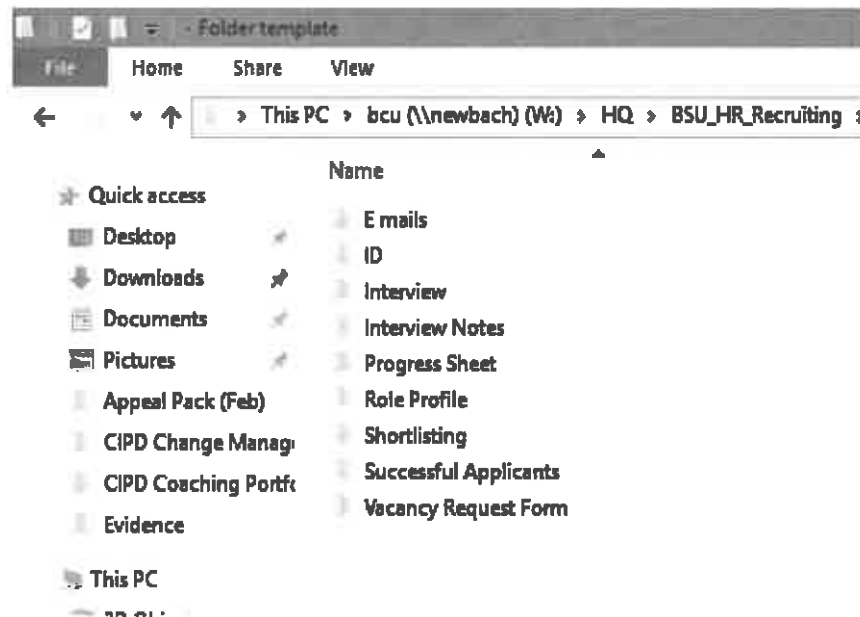
Now create your vacancy file. This can be done by right clicking in this folder and selecting the option 'new folder'



Now title this the name of the vacancy (i.e Oleeo???)

Step 3:

Once this file is created, now open the 'Folder Template' file

**Step 4:**

Copy the files within this folder by highlighting them all and press Ctrl + C.

Step 5:

Now go into the folder you have just created and past these folders using Ctrl + V

Step 6: (following a successful Individual at Interview)

Once someone has been successful at interview, you will need to create a new folder within the 'successful applicants' folder. This new folder should be given the name of the successful individual.

Step 7:

Now select the relevant progress sheet from the 'progress sheet' folder, depending on whether the individual is either

- Internal Staff
- External Staff
- Internal Police Officer

This sheet must be saved in the 'progress sheet' folder within your recruitment file and completed with the necessary details for that individual/vacancy.

Progress Sheets			
File Home Share View			
This PC > bcu (\\newbach) (W:) > HQ > BSU_HR_Recruiting > BSU_HR and Payroll > Recruiting >			
	Name	Date modified	Type
Quick access Desktop Downloads Documents Pictures Appeal Pack (Feb) CIPD Change Manag CIPD Coaching Portf Evidence This PC 3D Objects	Achived 2019	20/07/2020 11:55	File folde
	Achived 2018	21/06/2019 07:43	File folde
	Templates	04/03/2020 10:04	File folde
	2DE9F6AD.tmp	05/01/2021 16:45	TMP File
	71CE0DD.tmp	21/12/2020 16:32	TMP File
	Copy of Progress Sheet July 2020	26/02/2021 15:59	Microsof
	FF3B1171.tmp	25/08/2020 16:59	TMP File
	Progress Sheet - Police Officer (Internal)	18/03/2021 11:20	Microsof
	Progress Sheet - Police Staff (External)	18/03/2021 11:21	Microsof
	Progress Sheet - Police Staff (Internal)	18/03/2021 11:23	Microsof
	Progress Sheet July 2020	19/03/2021 17:44	Microsof
	Recruiting - Shortcut	16/09/2020 11:49	Shortcut

Harris David

From: Davies Sian (HR)
Sent: 28 April 2021 16:43
To: Harris David
Subject: [SWYDDOGOL OFFICIAL] Change Management

SWYDDOGOL OFFICIAL

Hi Dave,

Thanks for the chat earlier about the progress sheets and I agree that adding an additional folder in file for the progress sheet would be a good idea. I think this will make it a much easier process for me to remember to do it when I complete an individual's file and should make things easier for you to approve.

Cheers
 Sian

Kind Regards
 Sian Davies

Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources & Payroll
 Estyniad/Extension: 23935
 Llinell Union/Direct Dial: 01267 226660
 E.bost/E-mail: sian.davies2@dyfed-powys.pnn.police.uk



Heddlu Police

DYFED-POWYS



SWYDDOGOL OFFICIAL



Hapus i gyfathrebu'n Gymraeg neu'n Saesneg
 Happy to communicate in Welsh or in English

Harris David

From: Rotberg Danielle
Sent: 28 April 2021 16:24
To: Harris David
Subject: [SWYDDOGOL OFFICIAL] Digitalisation

SWYDDOGOL OFFICIAL

Hi Dave,

Thanks for the update regarding the new digitised HR recruitment process. I have spoken with the girls in Payroll so that they are aware of when this is planned to commence from and what this will mean for our processes and how we will receive information from HR in the future.

As discussed, this will fit in really well with our change in our processes as we have been planning to change our processes to a more automated process, so we will be moving away from accepting paper forms in the near future. We will keep in touch in the future as this process embeds with you so that we can assess whether we run into any problems.

Anything further you wish to discuss, please do not hesitate to contact me.

Kind Regards,

Danielle Rotberg

Swyddog Cymorth Busnes – Cyflogres | Business Support Officer – Payroll

Pencadlys Heddlu Dyfed-Powys | Dyfed-Powys Police Headquarters

danielle.rotberg@dyfed-powys.pnn.police.uk

I am currently working from home and cannot receive incoming calls unless through Skype.



Heddlu Police
DYFED-POWYS

INVESTORS IN PEOPLE
 Wg llysoedd yn people Gold

Wg llysoedd yn people Gold
 Wg llysoedd yn people Gold

BUDDSODDWR MEWN PŴBL
 PŴbl yn nhabodddodddwr mewn pŴbl

Mae Heddlu Dyfed Powys yn croesawu gohebiaeth yn Gymraeg a Saesneg. Byddwn ni'n sicrhau ein bod ni'n ymateb yn eich dewis iaith ac ni fydd oedl mewn perthynas ag unrhyw ohebiaeth drwy'r Gymraeg.

Dyfed Powys Police welcomes correspondence in Welsh and in English, and we will ensure that we respond to any correspondence through the language of your choice. Corresponding via the medium of Welsh will not endure any delay.

SWYDDOGOL OFFICIAL



Heddlu•Police **DYFED-POWYS**

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HR – Recruitment Digitisation Update

Authored by:

David Harris

Business Support Officer - HR

Heddlu Dyfed-Powys Police

Introduction

The HR team within the Business Support Unit are responsible for the provision of recruitment process on behalf of the organisation, including the administration of internal and external police staff recruitment, as well as internal police officer and police volunteer processes. These processes are administered by a team of 3 HR Support Administrators, supported by myself as Business Support Officer.

Need for Change

Given the rise in the COVID transmission rate and the need for an increase in the number of individuals to work remotely, the HR Team within the Business Support Unit identified a requirement for the recruitment process to be reviewed. This was done with the intention of digitising this process so that business delivery was not affected if a national lockdown was to take place and staff were not able to access the HQ site. In addition to this, the intention to digitise the recruitment process fitted in with the organisation's drive for efficiency and to promote an 'Agile' workforce.

What has changed

The HR team has developed a fully digitised process for all recruitment matters, with a complete move away from any paper processes. This includes all recruitment files now being digital only files, with no paper files being used at all. This has dramatically reduced the time taken to create and review files, as well as reducing the volume of printing which takes place in the department.

In addition, this has also included a promotion of digital interviews notes being provided and received from business leads, again looking to reduce the volume of paperwork processed by the team and to reduce unnecessary time processing these documents.

All recruitment files are now able to be reviewed by myself on a fully remote basis (where required) including the authorisation of these files. This now allows for a far speedier process, reducing any delays which may have occurred previously due to reviewing paper documents, or though not being located within the office on a particular day. In addition, this has tightened up processes regarding what documents are contained within each recruitment files, with a more streamlined approach being taken to file make-up.

What are the benefits

This change has shown a keen attitude and enthusiasm within the HR team to ensure that business delivery is maintained, even during difficult and unprecedented times. This has resulted in not only a more efficient process, but also a speedier one and one which will future proof the process, should there be a continued need or desire for agile working to remain moving forward.

I am keen for this to be highlighted as a piece of good practice for continuous improvement within the department.

File Meeting Occurrence Insert Format Text Review Tell me what you want to do...

Occurs every Tuesday effective 05/01/2021 from 11:00 to 12:00
 Attendee responses: 2 accepted, 0 tentatively accepted, 0 declined.

To: Morris Sheila; Holdcroft Elyth; Davies Stan (HR); Rees Joseph; Jones Lia

Subject: BSU HR Catch-Up

Location: Skype Meeting

Start time: Tue 05/01/2021

End time: Tue 05/01/2021

Morning all,

Given the changes in how we will be working in the opportunity for us to discuss anything that needs d

I don't plan on there being an agenda, but I will be

Regards
Dave

Join Skype Meeting
 Trouble Joining? [Try Skype Web App](#)

Join by phone

+441267248448 (UK) English (United Kingdom)
 18003 (UK) English (United Kingdom)
 +441269590760 (UK) English (United Kingdom)

Find a local number

Conference ID: 6812383
[Forgot your dial-in PIN?](#) [Help](#)

DPP Internal users must dial 18003 to join. Extern

BSU HR Catch-Up - 05/01/2021

30 December 2020 09:15

Meeting Date: 05/01/2021 11:00
Location: Skype Meeting
Link to Outlook Item: [click here](#)
Invitation Message (Expand)
Participants (Collapse)

- ☒ [Harris David](#) (Meeting Organizer, Joined in Skype for Business)
- ☒ [Morris Sheila](#) (Joined in Skype for Business)
- ☒ [Holdcroft Elyth](#) (Joined in Skype for Business)
- ☒ [Davies Stan \(HR\)](#) (Joined in Skype for Business)
- ☒ [Rees Joseph](#) (Joined in Skype for Business)

Notes

Change in working pattern - Op Talla / Laptops either Sheila/Elyth week on/week off.
 Stan / Joe week on week off

Change in contract letters and FWA process

Sail point and new starters

School closures and hub letters 18.01.21

Updates re: HR Recruitment Digitisation (what's working and what's not)

Reflective Evaluation – HR Recruitment Digitisation

Given the change in the HR recruitment process and the drive for this area to be as digitised as possible, it is vital to evaluate your own involvement in such a change and reflect on how efficient the it was managed and what your individual affect was.

I feel that this process - albeit a small, and largely contained change process – it was still managed effectively with regular discussions taking place between the HR team and other stakeholders for the process. This includes the inclusion of this topic in team meetings, as well as dynamic discussions which took place between myself and the team. Additionally, whilst there was an initial project plan put in place and a communication strategy, this could have been more detailed with more clearly defined objectives for the project. This would have perhaps allowed for a more clear monitoring process to take place during the change itself. Also, if the change has been a slightly large change which had more impact on a greater number of stakeholders there would have been a greater requirement for a more detailed plan.

Also, on reflection, it would have been beneficial to have conducted some benchmarking prior to the change being implemented, to try and quantify the length of time the process took pre-change, or to detail what impact the pre-change process would have had if not altered. Whilst it was clear that the change process was required – due to the COVID pandemic and the requirement for home working - and would be beneficial, benchmarking would have allowed a clearer analysis to be conducted of the impact of the change. This could have included a return on investment in time spent authorising recruitment files, or the amount of time or paperwork used in creating the files themselves. Without this, it was only possible to suggest subjective benefits to the process rather than this being based on objective data.

In conclusion and with the above in mind, I feel that the objectives of the change programme were met and the change initiative can be seen as a success, however clearer planning and pre-change benchmarking would have made this easier to analyse. The process is still being used and has resulted in a far more agile process, which is in keeping with Dyfed-Powys Police's agile and smarter agenda.

Screenshot of IT Request for BSU Transfer Folder

Summary

Self Service

Details

Good afternoon,

Would it be possible to create a folder on the W Drive called: 'BSU HR File Transfer'.

Could the below people be given access:

David Harris - 53552
Joseph Reas - 53983
Shelia Morris - 50229
Ellyn Holdcroft - 53555
Sian Davies - 53231
Dawn Walters - 50720.

Kind regards
Dava

File(s) attached

Incident Progress

Status:

Resolved

Type: Completed

At: 01/02/2021 11:05:08

By: Evans Rhys

Details: Folder created under W:\HQ\HR BSU File Transfer with access granted to the users specified. Users will need to log off and log back in for the access changes to take effect.

Many thanks
IS&T

Type: Assigned

At: 27/01/2021 14:55:49

By:  Harris David

Details: Incident Assigned to: Evans Rhys Walters Kaine

SWYDDOGOL OFFICIAL [BSU File Transfer]

Hi All,

SWYDDOGOL OFFICIAL

Since the requirement for home working as part of the COVID response, I have been struggling with the amount of documents being sent by e-mail, particularly for recruitment processes, however not exclusively. Due to their size, I am finding that my inbox is continually getting full, which is making it difficult to send e-mails.

To try and address the above I have asked IT to create a 'File Transfer' folder for us in the W Drive. This will be called 'HR BSU File Transfer'. Within this folder there will be a separate folder for us all and also one for Dawn. I intend that these will be used for passing large documents between us, which will negate this having to be done by e-mail. The intention is whenever you have a document or letter, which needs to be passed between team members, these can now be put into the recipients folder which will stop e-mails having to be used, which sit in their inbox and your sent items.

IT have already created this folder so it is ready to go, however we will discuss in our next team meeting to get all of your views and address any concerns you may have about how this will work.

As always, any issues just give me a shout.

Dave



Dave Harris

Swyddog yr Unded Cymorth Busnes/ BSU Officer

Unded Cymorth Busnes (UCB) – Adroddion Dyrol a Chrydgres/ Business Support Unit – Human Resources

Heidi Dyfed-Powys Police

Ext:28817

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Cynhyrchwyd gan Gwmni CsiJ

EU16

SWYDDOGOL OFFICIAL

Hi Dave,

Thanks for going through the new process for the digital recruitment files earlier today, it seems to make sense and hopefully will make the recruitment process far easier if we are required to work from home more often in the future.
When the jobs go out this week, perhaps we can go through it together to make sure that I do it right. At least then I will know for definite that its being done correctly.

Thanks again

Sian.

Kind Regards

Sian Davies

Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflwgras/ Business Support Unit – Human Resources & Payroll
Estyniad/Extension: 23835

Llinell Union/Direct Dial: 01257 226660

E.bost/E-mail:sian.davies2@dyfed-powys.pnn.police.uk



Heddlu Police

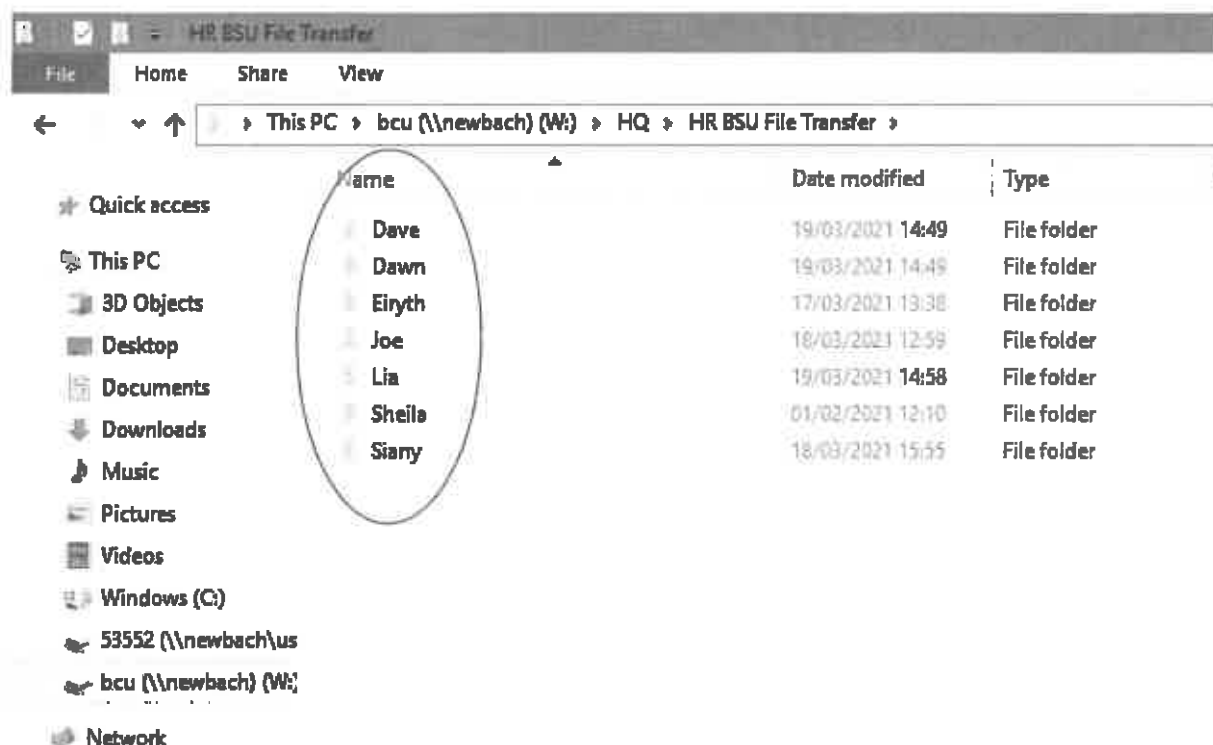
DYFED-POWYS



Hapus i gyfarfethu Gymraeg neu'n Saesneg
Happy to communicate in Welsh or in English

SWYDDOGOL OFFICIAL

HR BSU File Transfer Screenshot



The above is a screenshot of the 'HR BSU File Transfer' folder, where large recruitment documents can be transferred between individuals without the need for e-mail to be used.

