

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Management of Change- Understanding

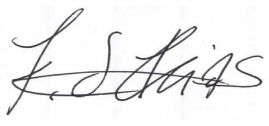
Word Count: XXX

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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: December 2020

1. In the new CIPD Profession Map, Change is one of the core knowledge areas: <https://peopleprofession.cipd.org/profession-map/core-knowledge/change>. 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. Record your discussion (300 words approximately).

The new CIPD Profession Map (2020a) has 6 core areas of knowledge, one of which is Change. Change should take a structured and planned approach in order to ensure that change happens in a considered way through understanding how people experience change and providing them with support through the process. (CIPD, 2020a).

Based on the Change Management standards presented on the CIPD Map I feel that I am currently operating at Associate level.

I met with my Line Manager, Laura Jones on the 8th November to discuss my current Change Management module. Laura agreed that I am mainly working at associate level as I am able to:

- Complete a SWOT and PESTLE analysis, and use data to create a case for change.
- Be aware of change management approaches and their advantages and disadvantages
- Explain why change is happening, and know the basic models for how people experience change (CIPD, 2020a)

However I raised that I have not had any experience with conducting skills, capability audits and gap analyses; using different levers to enable change in my work or certain aspects of delivering a project, such as costs and interdependencies. Although I understand the tools and techniques for effective change such as creating business cases, change readiness, methodologies, levers of change, etc I have no active experience in applying them to a change initiative in order to ensure that a project is managed effectively, and risks are mitigated (CIPD, 2020a).

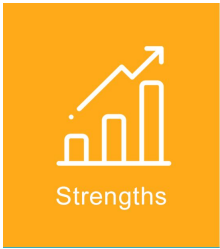
We discussed retrospectively completing some of these activities in order to get experience, and that going forward I can lead on providing these initiatives and approaches to future projects.

2. Complete a SWOT analysis of an impending change in you organisation. Clearly list the strengths, weaknesses, opportunities and threats represented by the change. Discuss the HR implications of the change with your line manager and submit a summary of your discussion plus SWOT. (Total wordcount: 500-750 words approximately).

As a result of a retail restructure at the beginning of 2020 year which was closely followed by the COVID19 pandemic which then unfortunately resulted in a second retail restructure with 10 store closures. This meant that we could no longer financially support certain roles at ECD such as our Area Managers and our Learning & Development (L&D) Manager. These roles were made redundant and the decision was made to bring L&D back under the HR team, with more support from line managers through using a new system Google Classroom.

As this process was already underway I still took the opportunity to complete a SWOT analysis to determine the strengths, weaknesses, opportunities and threats that could be associated with implementing the change:

ECD Google Classroom SWOT Analysis

 Strengths	• Strong Embedded Values & Culture ie. Company Value - <i>Continuously seek improvement</i> • Move to remote learning will reduce costs • Collaborate system • Good overview of training matrix and who has completed what • Will reduce training administration for line managers
 Weaknesses	• Employees will have to learn a new system • Non buy in from senior and line managers • Potential non-integration with external elearning providers
 Opportunities	• Potential increase in customer satisfaction • Potential increase in brand satisfaction • Potential increase in sales • Increase in employee engagement
 Threats	• COVID19- further lockdowns ie. temporary store closures • Increase in sickness absence/ self isolation due to COVID19

My line manager and I discussed that an important factor will be the potential increase in employee engagement. According to the CIPD (2019) successful employee engagement makes use of learning and development practices in order to help employees understand their contribution to the organisation's objectives and culture.

At ECD we have a strong and embedded culture of learning & development, one of our company values is “Continually Seek Improvement” (ECD, 2018). Our ethos is that we live in a constantly changing world and to ensure long term survival and profitability, we need to be constantly improving. That means through both our personal development and the development of the company. We both felt that the majority of our employees would engage with the new system as their personal development in work has effectively been put on pause as a result of the pandemic. I stated that I have had conversations over the summer with retail supervisors who were ‘bored’ and were keen to be given tasks to do as there was a lot of downtime as a result of the reduced footfall. I feel that this proves that our employees are emotionally engaged as they enjoy their work and identify with our organisational values and objectives (CIPD, 2012).

We agreed that Google Classroom, like all of our other existing Google applications, is a very collaborative system which will allow both HR and line managers to assign and monitor employee training. It will offer a good overview of our training matrix so we can easily and quickly see who has completed what training. This means that it will effectively reduce training administration for line managers.

Finally we discussed that implementing the new system could potentially increase employee engagement. The CIPD (2019) believes that positive employee engagement can affect business metrics such as customer satisfaction, productivity and innovation (CIPD, 2019). An increase in customer satisfaction can therefore have a positive knock on effect on increasing brand satisfaction, awareness and trust which could then also mean that we see an increase in sales.

3. Using the ACAS guidance on page 33 of the above guide, develop a communications strategy for the above change. Discuss this with your line manager and submit a summary of your discussion plus the strategy (Total word count: 500-750 approximately).

Discussion with Line Manager, Sian Morgan, HR Advisor, December 2020.

Following on from the SWOT analysis activity and discussion, we reviewed my retrospective communications strategy.

We reviewed the plan in full and agreed that using this sort of strategy would be useful for planning the communications for any future change.

ECD Google Classroom Communication Strategy	
Issue	ECD has recently undergone a restructure in order to save costs and as a result there have been redundancies due to 10 store closures and also the Area Managers & Learning & Development (L&D) Manager has been made redundant. This needs to be communicated along with the new structure as well as our plans to implement a L&D system.
Research	Google Classroom L&D strategies Feedback on previous L&D programmes as lead by L&D Manager
Communication Objectives	2 Stage: • Redundancy of L&D Manager • New Retail Structure • Build on Product Zone - New L&D System- Google Classroom • Introduce Google Classroom • Address anxieties or concerns • Maximise acceptance and understanding from staff following initial announcement • Support
Audiences	Senior management team Retail staff Head Office staff
Key Messages	Previous groundwork has been laid re: retail performance decline
Tactics	Timing- 2 Stage process (see above): 1st Stage- First announcements end of September/Beginning of October after termination of employment of those made redundant. Build on Product Zone, lay groundwork for Google Classroom. 2nd Stage- Introduction to Google Classroom and compliance training, signpost/offer support.
Channels	Newsletter Email Intranet Team Meetings 1:1's
Risks	Potential further decrease in morale as a result of having to learn new system

	Delays in implementation as a result of COVID19 lockdown(s)
Measurement	Staff engagement & Morale (feedback from staff & line managers; Surveys) % of courses completed % of courses completed on time Feedback from individuals on courses via email & via comments on Classroom
Review	TBC: What new opportunities are there to communicate internally following implementation? What worked well? What could be introduced on a regular basis?

We agreed that we have regularly reviewed our communications in order to determine whether we need to change our objectives or tactics as the change has moved from announcement to implementation (Acas, 2014).

In the new year we intend to do a full review of the change and the communications to find out what worked well, what could have gone better and to also review the system and any subsequent communications on a regular basis.

References

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