

Qualification: CIPD Diploma in Applied Human Resources

Contributing to the Management of Change

Word Count:

Activity 1- 1025

Activity 2- 770

Activity 3- 1010

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:

A handwritten signature in black ink, appearing to be 'CR' or similar initials, enclosed in a rectangular box.

Date:

Table of Contents

Evidence Matrix	3-4
LO1- Be able to plan for the implementation of change processes within an organisation.....	5-6
LO1- Bibliography	7
LO1- Evidence	8-12
LO2- Be able to implement a change plan.....	13-14
LO2- Bibliography	15
LO2- Evidence	16-19
LO3- Be able to assess the impact of change processes within an organisation	20-21
LO3- Bibliography	22
LO3- Evidence.....	22-25

Candidate name: Carys Ratcliffe			CIPD Membership/registration No.: 5665681X			
Qualification title: CIPD Diploma in Applied HR			Unique Learner No. (ULN): 2005792			
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, 1.2, 3.4	Results of the 2021 Employee Survey focusing on communication.	EV1		
5AMOC	Contributing to the Management of Change	1.2, 2.2, 3.3	Stakeholder Map.	EV2		
5AMOC	Contributing to the Management of Change	1.3, 1.4	Screenshots showing how I used my calendar to plan my time.	EV3		
5AMOC	Contributing to the Management of Change	1.3	Example emails to show guidance I received from the app developers.	EV4		
5AMOC	Contributing to the Management of Change	1.3, 1.4, 1.5, 2.1, 2.2	An email from my director to schedule a meeting.	EV5		
5AMOC	Contributing to the Management of Change	1.3, 2.4	Desktop version of the employee app and CMS dashboard.	EV6		
5AMOC	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4, 2.1, 3.1	The change plan I submitted to my director.	EV7		
5AMOC	Contributing to the Management of Change	1.2, 1.5, 2.2, 2.3	A list of change champions.	EV8		
5AMOC	Contributing to the Management of Change	1.2, 1.5, 2.2, 2.3	An email I sent to change champions	EV9		
5AMOC	Contributing to the Management of Change	1.3, 1.4, 2.1, 2.4, 3.4	A snippet from my calendar showing Zoom training which I arranged for change champions.	EV10		
5AMOC	Contributing to the Management of Change	1.3, 2.1, 2.2, 2.3, 2.4, 3.2, 3.4	Sample emails showing some communications which I had with app developers to implement suggestions proposed by change champions.	EV11		
5AMOC	Contributing to the Management of Change	1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.3	Communicating the new employee app to all employees using Bluestone @WorkandHome Newsletter.	EV12		
5AMOC	Contributing to the Management of Change	1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.3	Communicating the new employee app to all employees using SMS.	EV13		
5AMOC	Contributing to the Management of Change	1.2, 1.3, 2.3, 2.4	Emails between myself and Stuart deciding how to reward employees who download the app.	EV14		

5AMOC	Contributing to the Management of Change	1.3, 1.5, 2.1, 2.2, 2.5, 3.1	The employee app user guide which I created.	EV15	
5AMOC	Contributing to the Management of Change	1.3, 1.5, 2.1, 2.2, 2.5, 3.1	Social Media, Telephone and Radio Usage Policy which I updated to include the employee app.	EV16	
5AMOC	Contributing to the Management of Change	1.4, 2.1, 2.2, 2.4, 2.5, 3.1, 3.3	Employee app engagement report.	EV17	
5AMOC	Contributing to the Management of Change	2.1, 2.3, 2.4, 3.1, 3.2, 3.3	A snippet from ECG minutes which shows feedback regarding the app.	EV18	
5AMOC	Contributing to the Management of Change	2.1, 2.3, 2.4, 3.1, 3.2, 3.3	A screenshot of an email showing how I acted upon feedback gathered from ECG.	EV19	
5AMOC	Contributing to the Management of Change	1.4, 2.1, 2.2, 2.4, 2.5, 3.1, 3.3	A snippet of the engagement report I created which shows the number of employees who regularly engage with the employee app.	EV20	
5AMOC	Contributing to the Management of Change	3.1, 3.4	Screenshot showing feedback I received from my director (Stuart) following the implementation of the change.	EV21	
5AMOC	Contributing to the Management of Change	3.1, 3.4	Screenshot showing feedback I received from my manager.	EV22	
5AMOC	Contributing to the Management of Change	3.1, 3.4	Screenshot showing feedback I received from employees once the change was implemented.	EV23	
5AMOC	Contributing to the Management of Change	3.1, 3.4	Screenshot showing feedback I received from employees once the change was implemented.	EV24	
5AMOC	Contributing to the Management of Change	3.1, 3.4	Screenshot showing feedback I received from employees once the change was implemented.	EV25	
5AMOC	Contributing to the Management of Change	3.1, 3.4	Letter/feedback I received from my director (Stuart) following the implementation of the change.	EV26	
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:		Carys Ratcliffe		Date:	05/12/2021

1. Be able to plan for the implementation of change processes within an organisation.

Bluestone (Wales) National Park Resort is a family-run private sector business with nearly 800 employees based in Pembrokeshire (Business Wales 2016). As we have a large number of employees and over 3,000 individuals visiting us every week, change is crucial and encouraged. As a business it improves processes, develops company culture, encourages technological advances, and gives employees the ability to overcome obstacles (Smith 2019). For customers, change guarantees Bluestone's survival as it ensures that we keep up with customer's demands and desires.

In September, Bluestone conducted an employee survey. After receiving the results of the survey, one of the main take-aways from it was that communication needed to be improved both within departments and as an organisation as a whole (EV1). It became evident that change was needed to improve this lack of communication as it was contributing to frustration and turnover within departments. The objectives of this change are to:

- Improve communication within departments and the whole organisation to minimise frustration and confusion amongst employees. It was decided that the most user friendly, quick, and cost-effective way to communicate between 795 employees was to implement a Bluestone Employee App. This would replace all old ways of communicating including Facebook and WhatsApp groups, Bluestone @Work&Home bi-weekly newsletters and SMS to ensure all employees are issued with communication in a timely manner.
- Implement a new method of communication which is accessible for all employees. We are planning that this app will be accessible on mobile phones, desktops and screens placed in designated Back of House areas for those employees who haven't got access to technology.
- The implementation of a Bluestone Employee App falls in line with Bluestone's digital transformation plan. It also ensures we are open and honest with all our employees in recognition of the Bluestone company culture and values.
- Measure the impact of this change by running engagement reports.

This specific change has numerous potential benefits for our employees including:

- Improved employee engagement contributing to increased employee satisfaction and a healthier company culture.
- Increased productivity as all employees will have a clear understanding of what is expected of them, the organisational goals and how to achieve these.
- Decreased frustration boosting job satisfaction.
- Improved teamwork between departments (Indeed Career Guide 2021).

All employees will be affected by the move away from the organisation's current methods of communicating to the proposed employee app. To understand this better, I created a stakeholder map (EV2). Customers will not be directly affected by this change; however, they will benefit from the implementation of an app used for communication. This is because all information can be accessed easily at any time by any employee, meaning guests can be provided with accurate information which is communicated in a timely manner.

Employees will need timely information regarding the app prior to launch. This includes the aim and objectives of the Bluestone Employee App, how to access it and its Terms and Conditions. I plan on communicating this using the SMS system and Bluestone @Work&Home newsletter. To ensure all employees can access the app, a user guide with FAQs will be distributed to all employees before launch. To support the needs of employees, I will organise a training session for directors and Heads of Departments. This will give them the opportunity to provide feedback, suggestions and ask

questions. These individuals will then act as change champions within their departments and the business. According to Airiodion (2021) change champions are individuals who 'support and champion a change that is impacting their organisation'. They are responsible for:

- Gaining commitment and interest to the communication change.
- Engaging all employees.
- Discuss the change with their department, bringing the vision to life and gathering suggestions.
- Embed the change, encouraging employees to engage (Pickering 2009).

To successfully implement this communication change, there are several resources needed. I will need:

Time is the biggest resource required- this includes time to develop and implement the app to achieve the set objectives. At this stage, time would be required from the app developers, the People Services director, myself, and the People Services Marketing representative to ensure we are utilising the employee app to maximum potential.

Time is also needed to upload all 795 employees manually to the app along with Bluestone content to ensure the app is working for all and is kept constantly updated. This will keep employees engaged.

To manage my time, I plan on using my calendar (EV3).

When managing this change, I will require guidance from the app developers to understand how the app works and how we can use it to achieve the change objectives set (EV4). Additionally, I will need guidance and advice from the People Services Director (EV5).

To implement this communication change, I will need access to Teams and Zoom to meet with the app developers.

A computer to access the desktop version of the app and CMS Dashboard which will be used to manage it (EV6). I also plan on using my online calendar to plan my time and ensure deadlines are met (EV3).

Although I have been involved with implementing and managing this change, in Bluestone only Directors and Heads of Departments can submit a business case. Although this isn't something I can do currently, I created a change plan to monitor and understand the process of implementing the change (EV7). Although he is the one to submit a business case and present this to the board- I understand the process of proposing a change, communicating it, and gaining agreement. The employee survey demonstrated that a lack of communication was causing frustration potentially contributing to increased employee turnover- therefore change needs to be implemented to prevent this happening. The board agreed that communication needs to be improved and streamlined and approved the use of a Bluestone Employee App to do this.

Before the communication change was passed to me, the board had approved the business case and authorised the spend. I am aware that there was a project budget which must be adhered to, this includes the expense of purchasing the app, implementation, and roll-out costs.

Bibliography

Airiodion (2021) *Best Change Champion Guide* | *Airiodion.com* [online]. Available at: <https://www.airiodion.com/change-champion-network/>

BluestoneWales- *Employee Benefits/Careers* [online] Available at: <https://www.bluestonewales.com/about-us/careers-1/employment-benefits>

Business Wales (2016) *Bluestone* [online] Available at: <https://businesswales.gov.wales/bl>

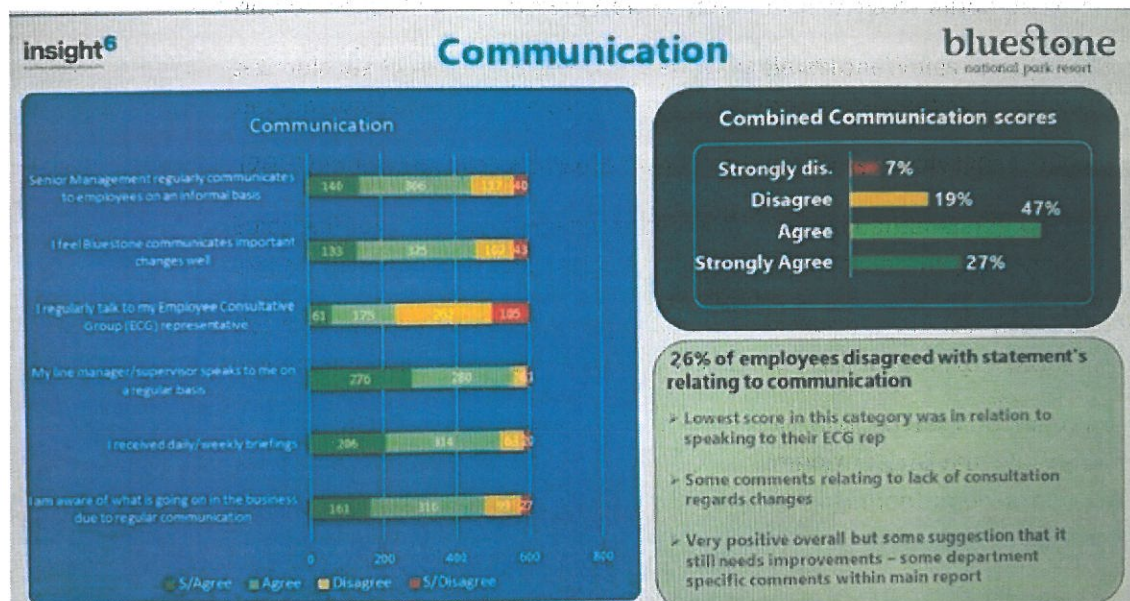
Indeed Career Guide (2021) *10 benefits of effective communication in the workplace* [online]. Available at: <https://www.indeed.com/career-advice/career-development/communication-benefits>

Pickering, B (2009) *Make change sustainable with change champions* | *HRZone* [online]. Available at: <https://www.hrzone.com/lead/change/make-change-sustainable-with-change-champions>

Smith, C (2019) *Change! Change Management News and Tips- Why is Change Management important? 15 reasons* [online]. Available at: <https://change.walkme.com/why-is-change-management-important/>

Evidence

EV1- Results of the 2021 Employee Survey specifically focusing on communication.



EV2- Stakeholder Map

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
People Services	High	High	Key players
Marketing	High	High	Key players
PR & Comms	High	High	Key players
Directors	High	High	Key players
Heads of Department	High	High	Key players
Maintenance	Low	High	Keep informed
Leisure	Low	High	Keep informed
F&B	Low	High	Keep informed
CSR	Low	High	Keep informed
IT	Low	High	Keep informed

EV3- Calendar used to plan time.

16 Tuesday

Housekeeping HR catch up; <https://us06web.zoom.us/j/825802>

Engage4 Dashboard and report

Carla Annual Leave; [Redacted]

People Services Cwtrch ; HR Off

Engage 4; Microsoft Teams Meetir

William [Redacted] 2nd AWOL Let

Investigation - Interview FHG

FW: Engage4 & Bluestone Fraser Macdona

Connor - Interview NRG Lab

Investigation - Interview Dome

Investigation - Interview FHG

Investigation - Interview NRG Lab

PS- Wellbeing Wednesday; Wa

Probation Mee

F&B Absence Cover

22 Friday

Show tasks on: Due Date

1 Monday 2 Tuesday 3 Wednesday 4 Thursday 5 Friday

DISTRIBUTE ECG MINUTES

National Stress Awareness Day

SJ Annual Leave; Stuart Jaynes

People Services Cwtrch ; HR Off

Engage4- System upload

Engage 4; <https://us06web.zoom.us/j/825802>

HR CATCH UP <https://us06web.zoom.us/j/825802> Debbie Downes

Engage4 Catch up Microsoft Teams Meeting Stuart Jaynes

F&B Dome/Hive Float

PS- Wellbein

F&B Absence c

HSK Meeting Zoom

People Services Monthly Meeting Zoom

People Services Cwtrch ; HR Off

Engage 4 CMS Training Zoom Carys Ratcliffe

F&B Absence Cover

Eve [Redacted]

EV4- An example of guidance which I received from the app developers.

From: Carys Ratcliffe <cratcliffe@bluestonewales.com>
 Date: Thursday, 11 November 2021 at 09:29
 To: Natasha [Redacted]
 Cc: Fraser [Redacted]
 Subject: RE: Mandatory Groups

Morning both,

I hope you are well. I am just wondering if we have an estimated timescale from the development team to restructure mandatory groups?

Thank you,
 Carys

Hi Natasha,

Is there any feasibility of this schedule of works being completed sooner?

Best Regards,

On 11 Nov 2021, at 17:29, Natasha [Redacted] wrote:

Good Afternoon Cary's,

We have scheduled the work in to be done on Monday. This will take around half a day and may require for us to submit to app stores but I can confirm that on Monday. As soon as the change is available I will let you know.

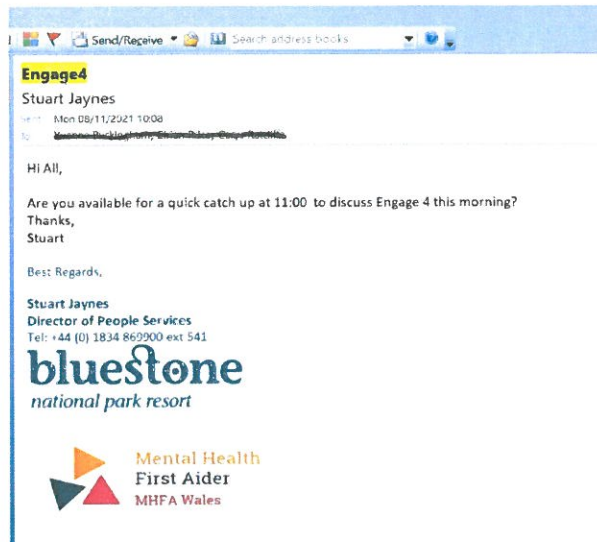
Kind Regards,

Natasha [Redacted]
 Senior Project Manager

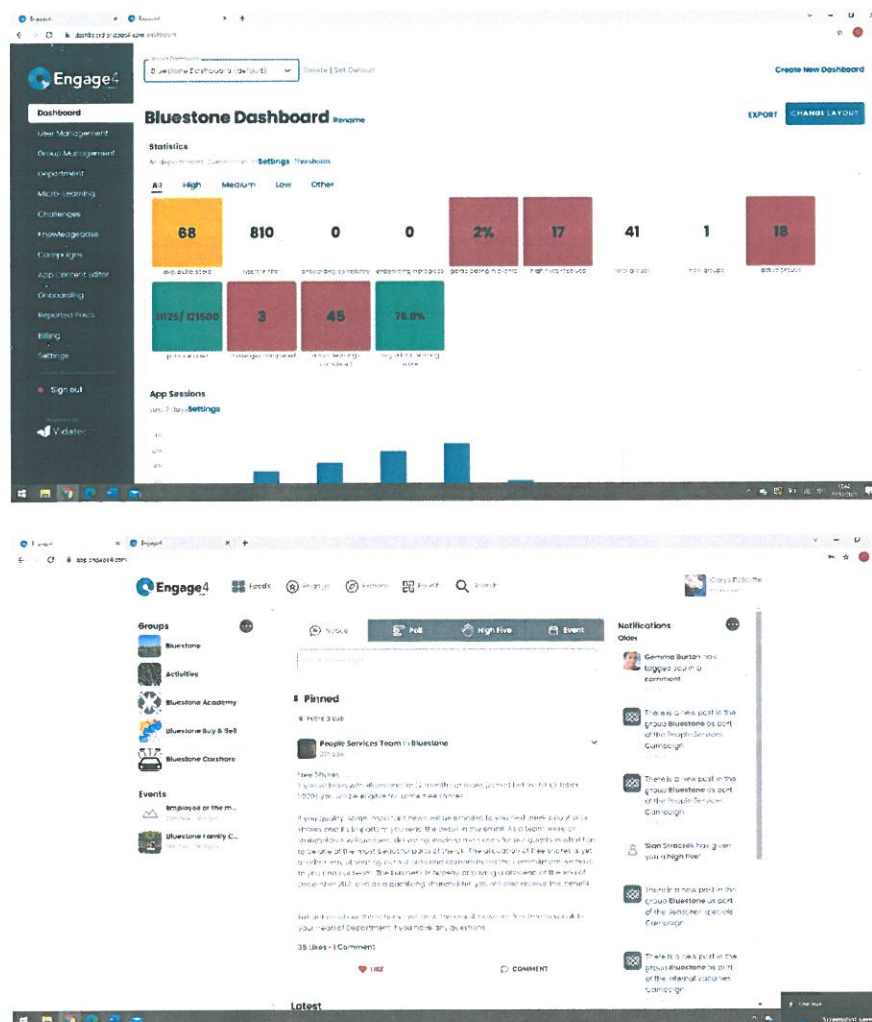
<image001.jpg>

<image002.png>

EV5- An email from my director to schedule a meeting. In this meeting I received guidance from Stuart.



EV6- Desktop version of the employee app and CMS dashboard.



EV7- The change plan I submitted to my director.

Created by	Carys Ratcliffe
Date	01 October 2021
Version	1

Vision and Objectives
To use a Bluestone Employee App to improve organisational communication, replacing the current SMS system and bi-weekly newsletter.
Activities to achieve objectives.
Work with the app developers to create an app designed to improve organisational communication. Once this has been composed all employees will need to be given access with each department having their own separate group only visible for employees in that department. A whole Bluestone group with all employees in also needs to be created. Change champions are vital in this process to represent their department's communication needs and suggestions. All employees need to have access and be using this employee app before the end of 2021.
Business case.
Employee survey results showed that communication is contributing to frustration and turnover within departments. Therefore, this needs to be improved (EV1).
People affected (<i>stakeholders – employees, particular employees, customers, shareholders</i>)
All employees. Departmental HoDs and Directors will have additional responsibilities to update their departmental groups with communication regularly. The People Services, PR, Comms and Marketing groups will be responsible for updating the main Bluestone group with communication in a timely manner. This is shown in the Stakeholder Map (EV2).
Scope of change
This change involves all employees, teams, and departments within the organisation.
Roles (<i>project manager, sponsor, team members</i>)
Carys & Stuart- Project Managers Eirian & Michael- Responsible for the IT / App store side of the project. Beth, Yvonne and Kial- Team members.
Communication strategy
List of change champions (EV8) Communication with app developers will take place via Zoom and email. Employees involved with the project will communicate via email and Teams. Employees will be communicated with via SMS and Newsletter.
Support to be offered.
Employees will be provided with the aim and objectives of the Bluestone Employee App, how to access it and its Terms and Conditions. This will be communicated using the SMS system and Bluestone @Work&Home newsletter. A user guide with FAQs will be distributed to employees. I will organise a training session for directors and Heads of Departments. This will give them the opportunity to provide feedback, suggestions and ask questions.
Timings and milestones
Desired app launch- before end of December 2021. Employees will be communicated detailed information regarding the app two weeks before launch.
Resources required.
Project budget. Access to Zoom/Teams.

Online calendar. Computer/s to access the desktop version of app and the CMS dashboard. Time from app developers, myself, People Services director, and People Services marketing representative. Guidance is required from app developers and my director.
Monitoring activities The change will be monitored using reports- I will produce weekly reports detailing employee engagement- focusing on the number of users on the app each day, how many times the app is looked at each day, group analytics and other available statistics. This will be presented to Directors and Heads of Departments once a month.
Success Measures If the change is implemented and the objectives are achieved whilst sticking to the allocated budget, the project will be considered a success. The change will also be considered a success if employees engage with the app over a prolonged period of time and use it as the main method of communication.

2. Be able to implement a change plan.

This change follows Lewin's Three Stages Model known as the 'Unfreeze, Change, Refreeze'. This is because:

Stage One- Unfreeze.

The organisation and our employees are aware of the need for change (Juneja 2015), this is reinforced by the results of the Employee Survey (EV1).

Stage Two- Change.

After planning the organisational communication change, it was time to implement it.

The team began by meeting with app developers to discuss our requirements, aims, objectives and timescales (EV3). The developers did some work behind the scenes to get the technical side of the app built. Once this work was complete, we re-met (EV3).

During these regular catch ups, we discussed progress and re-distributed tasks where and when needed.

Once all the behind-the-scenes work had been completed, I created a team of change champions (EV8) who are involved in designing and delivering change (CMI 2014). They represented the views of their departments and put their ideas and suggestions forward. To do this, I used email (EV9) and Zoom (EV10). I ensured that I listened and acted upon these to ensure maximum success. Some suggestions and feedback included creating separate groups for teams within departments, for all employees to have the ability to post notices/polls/high fives to the whole Bluestone group for real-time recognition and implementation of private messaging between employees- similar to Teams.

Following this discussion with stakeholders, I communicated this with the developers to see if these suggestions could be implemented (EV11).

The next step of the change plan is to gain our employee's support. We are aware that this communication change can be not effective without this. To gain employee's support, we are being open and honest communicating the app's aims and objectives as well as desired timescales. To do this, I used the current method of communication- the Bluestone @WorkandHome newsletter (EV12) and SMS system as this is accessible for all employees (EV13).

Once myself and my director had agreed a launch date. I proposed offering a reward for the first employees to engage with the app as we have listened, acted upon their feedback, and implemented this to improve communication across resort (EV14).

I ensured that when implementing the change plan, I was both aware and followed best practice. It is important that organisations do this when implementing changes to improve the chance of success and minimise the impact this has on employees. Best practice states that it is important for managers/organisations to:

- Define clear goals- these can be used as a reference for employees and managers (EV7).
- Be honest/transparent.
- Train and reassure teams ensuring they are ready to adapt new practices (EV10).
- Communicate regularly (EV13) through the right channels (MBA and PMP 2020).
- Listen.

- Recognise and reward (EV14) is great motivation for employees to adopt new behaviours during the change process (Smarp 2020).
- Set up a team of change champions (EV8).

Stage 3- Refreeze.

To encourage employees to refreeze and embrace the new way of communicating, I proposed offering reward and recognition for those who engaged. My director agreed with this, and it was mutually decided that we would offer £25 M&S vouchers to employees who engaged and regularly incorporated this throughout their department and the business (EV12). To ensure employees feel confident, comfortable, and competent a user guide (EV15) will be distributed before launch (Mind Tools 2009).

I updated the 'Social Media, Telephone and Radio Usage Policy' to include the Bluestone Resorts Employee App (EV16). This is continually monitored with an in-depth review being completed every six months. I will monitor this using our policy register.

The on-going effectiveness of this communication change will be monitored. To do this, I create a report monthly which focuses on the number of employees who engage with the app, how many times the app is accessed each day, the most interacted posts, and top users (EV17). This highlights the success of the app and areas which need improvement. I submit this report to my manager, as this forms part of the monthly People Services report which is distributed to team leaders and Heads of Departments.

Feedback regarding the employee app will be gathered by talking to employees, asking the question using, and discussing it in the Employee Consultation Group (ECG). Any feedback (EV18) is acted upon with adaptations being made where and when needed (EV19).

All records which have been generated as part of this change will be retained for a period of two years. These will be considered confidential and will be stored via electronic media- only available to those employees with the access to view this (Biswas, P 2020).

Bibliography

Biswas, P (2020) *Example of Change Management Policy and Procedure* [online]. Available at: <https://isoconsultantkuwait.com/2020/02/01/example-of-change-management-policy-and-procedure/>

CMI (2014) *Implementing an effective change programme: Checklist 040*. Chartered Management Institute Management House, Cottingham.

Juneja, P (2015) *Kurt Lewin's Change Management Model: The Planned Approach to Organisational Change* [online]. Available at: <https://www.managementstudyguide.com/kurt-lewins-change-management-model.htm>

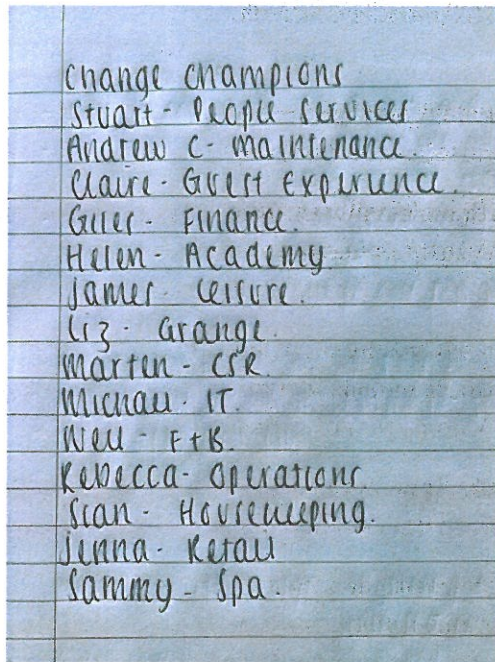
MBA, JS and PMP (2020) *15 Best Practices for Implementing Change Management* [online] ProjectPractical.com. Available at: <https://www.projectpractical.com/15-best-practices-for-implementing-change-management/>

MindTools (2009) *Lewin's Change Management Model understanding the Three Stages of Change* / *MindTools* [online]. Available at: https://www.mindtools.com/pages/article/newPPM_94.htm

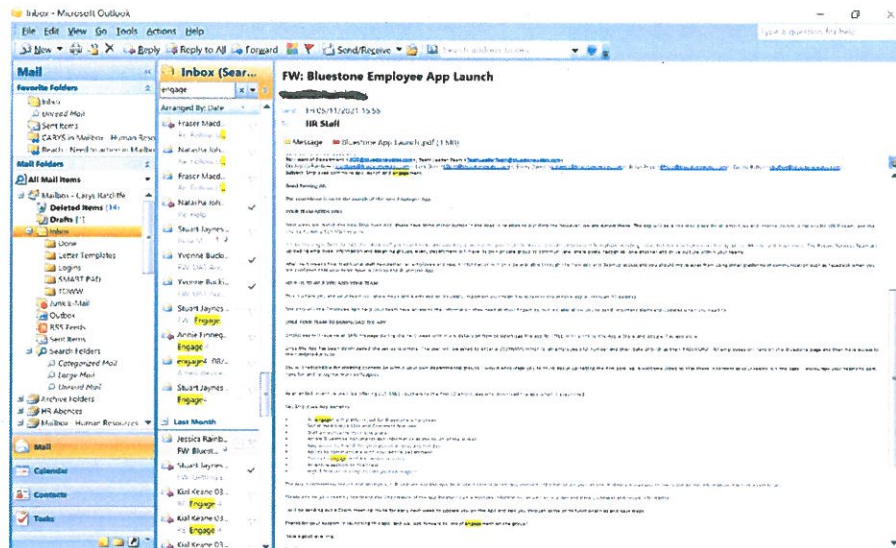
Smarp (2020) *Change Management: Definition, Best Practices and Examples* [online]. Available at: <https://blog.smarp.com/change-management-definition-best-practices-examples>

Evidence

EV8- A list of change champions.



EV9- An email sent to change champions.



EV10- Zoom training for change champions.

Engage 4 CMS Training
Zoom
Carys Ratcliffe

EV11- A sample of some communications I had with the app developers to implement suggestions proposed by change champions.

Re: Help!

Natasha [redacted]

Follow up. Completed on 10 November 2021.

You replied on 10/11/2021 11:35.

Wed 10/11/2021 09:50
Carys Ratcliffe

Good Morning Carys,

That is expected behaviour, the mandatory groups will not allow comments from any users, that was the original requested behaviour so to allow comments we will need to do some development work which we are just estimating at the moment.

By updating the HDD's to super users they are able to post in the Bluestone all group and the mandatory groups.

Can you confirm if you received my email after our call yesterday please? I have had a few instances where my emails are not delivered so I just want to ensure it was received as I had detailed out the options for mandatory groups but haven't heard back.

Kind Regards,
Tasha

From: Carys Ratcliffe <c.ratcliffe@bluestonewales.com>

Date: Wednesday, 10 November 2021 at 09:24

To: Natasha [redacted]

Subject: Help!

Good morning,

To increase engagement on the app, we have made our Heads of Departments super users. However, they are still unable to comment (even after refreshing the app). Can you advise on what's going wrong please?

Thank you,
Carys Ratcliffe
People Services Assistant
Bluestone National Park

Re: Engage4 App

Fraser [redacted]

Sent: Mon 15/11/2021 09:52

To: [redacted], Natasha Johnston

CC: [redacted]

Hope all is well with you and the team.

We have completed the work and both apps are now updated and available in the app stores. The desktop version has also been updated.

I have checked with the development team again this morning and due to the time constraints, the option for users to like and comment in the main bluestone group is still possible for everyone right now.

Are you sure you really want this to be switched off? On the last teams meeting we discussed leaving it switched as you had concerns about employees not being able to engage with the content coming through the main bluestone group?

Cheers,

Fraser

From: [redacted]

Date: Monday, 15 November 2021 at 08:36

To: Natasha Johnston

CC: Yvonne [redacted], Bethan [redacted], Eirian [redacted], Michael [redacted]

Subject: Engage4 App

Good Morning,

Hope you had a good weekend.

Today we are launching the app to all of our employees, can you confirm that colleagues are now able to comment and like within their own groups and not the main Bluestone Group, this is applicable on desktop and mobile.

EV12- Communicating the app to employees using Bluestone @WorkandHome Newsletter.

BLUESTONE@WORKANDHOME

BLUESTONE EMPLOYEE APP

THE CLOCK'S TICKING DOWN TO THE BLUESTONE EMPLOYEE APP LAUNCH DAY

BE IN WITH A CHANCE TO WIN A £25 M&S VOUCHER

It's fast apps to go until we launch T&N Bluestone Employee App. It's the missing piece for all your latest department, staff and recent news, as well as access for your personal employee information including notes, holidays, wellbeing advice, HR info, and much more. You'll even be able to high-five your colleagues.

And the first 50 employees to download the app on launch day will receive a £25 M&S voucher each.

SO, WHAT HAPPENS NEXT?

This week we're currently completing final checks and tests with Engage4, the app developer, to ensure everything runs smoothly for the launch on Monday 15 November. On that day you'll receive an SMS text from People Services explaining how to download the app.

The look and feel of the app is very similar to social media sites like Facebook which makes it easy to use and even 'You'll even be able to like and comment, as well as using a High Five feature to give colleagues a virtual pat on the back.

We recommend to look out for the SMS text from People Services on Monday 15 November.

IMPORTANT: You don't have to worry about your privacy. The app is completely secure and anonymous. Bluestone and the app developer cannot access any personal information or your phone. It simply allows you to log in and access information that is relevant to you at work.

Key Employee App benefits:

- An engagement platform just for Bluestone employees
- Social media style like and comment features
- Staff announcements in one place
- Access Bluestone documents and information at the touch of the screen
- Easy access to fourth for year personal notes and holidays
- Ability to communicate with your entire department
- Ability to engage with the whole business
- An entire section on Wellness
- High 5 feature to congratulate your colleagues

BLUESTONE@WORKANDHOME

EV13- Communicating the app to employees using SMS.

10:46

Bluestone

Download the new Engage4 FREE Communication Employee App. To log in enter your employee ID number then your date of birth. Download links will follow. Thank You.

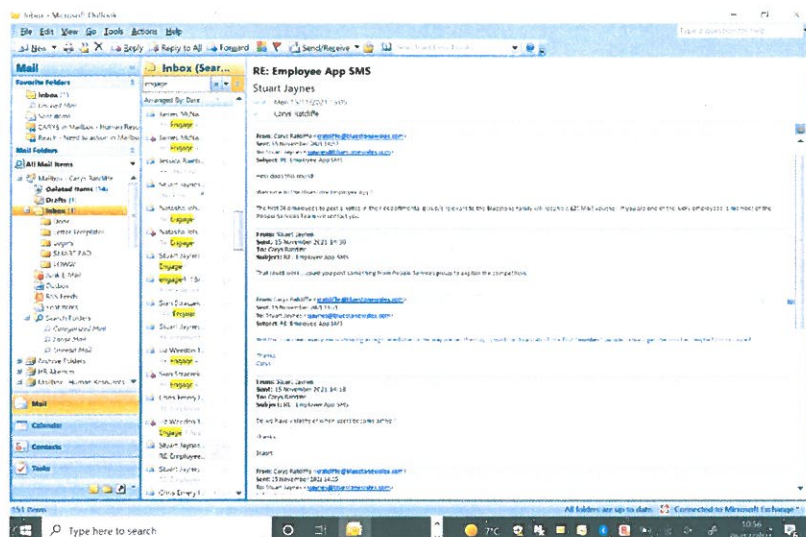
Apple Users: <https://apple.co/3wM9K66> Android Users <https://bit.ly/3gC4c4H>

Download the new Engage4 FREE Communication Employee App. To log in enter your employee ID number then your date of birth. Download links will follow. Thank You.

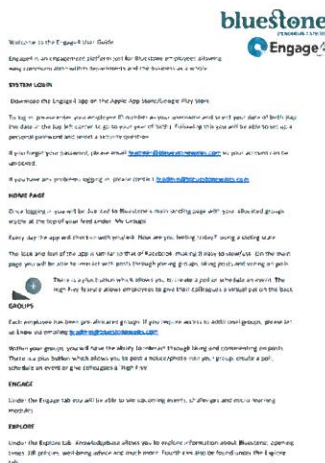
Apple Users: <https://apple.co/3wM9K66> Android Users <https://bit.ly/3gC4c4H>

Download the new Engage4 FREE Communication Employee App. To log in enter your employee ID number then your date of birth. Download links will follow. Thank You.

EV14- Myself and Stuart deciding how to reward employees who download the app.



EV15- User guide.



EV16- Social Media, Telephone and Radio Usage Policy.

Doc No	PS 7-55	Social Media Policy	bluestone
Rev No	001		
Control	05/07/2008		
Last Review	06/06/2011		

BlueStone Resorts Employee App (Engage4)

The BlueStone Resorts Employee App is a FREE BlueStone employee communication app available to download from the 'App Store' or 'Google Play'. Its purpose is to enable all BlueStone employees to access all the latest staff communications, report news and information, and providing an opportunity for individuals to share to engage with the wider BlueStone business. This app can be accessed via the employee's smart phone and/or desktop.

Key benefits of the BlueStone Resorts Employee App:

- An engagement platform just for BlueStone employees
- Social media like and comment features
- Staff announcements in one place
- Access BlueStone documents and information at the touch of the screen
- Easy access to reports for your personal data and feedback
- Ability to communicate with your entire department
- Ability to engage with the wider business
- An entire section on Wellness
- High five feature to congratulate and recognise other colleagues

The app is completely secure and anonymous. BlueStone and the app developers cannot access any personal information on your personal phone. It simply allows you to log in and access information that is relevant to you.

The App is for business use only and the platform must not be used for sharing non-work-related content. Personal use of social media is allowed, permitted during working time on your own devices or by means of our computers, networks and other IT resources and communications systems.

Employees are only permitted to use their personal mobile phone devices during work time to access the BlueStone Resorts Employee App. Employees are reminded that private photos, images, and messaging using social media sites while in the presence of guests creates a very poor impression of the business and takes the attention of the employee away from their primary role, which is to provide a high standard of guest experience. For this reason, employees are not permitted to use their personal mobile devices in the presence of our guests. Employees are reminded of the Social Media policy while using the employee app and may be required to remove postings including comments and images which are deemed to constitute a breach of this policy. Failure to comply with such a request may, in itself result in disciplinary action.

BlueStone encourages its employees to download the BlueStone Resorts Employee app and actively participate in the platform. However, employees that choose not to download the app are therefore NOT permitted to carry mobile phones while about their duties for BlueStone. This applies to all employees, whether customer-facing or not. Any exceptions to this rule are detailed below:

Employees who do not download the app must store their device in a locker at the start of the shift and retrieve it at the end. Employees are permitted to retrieve their personal mobile phones during agreed breaks and lunch breaks provided that the personal mobile phones are returned to the employee's locker at the end of each break. Employees who are found with a mobile phone in their possession (unless authorised as above) will be subject to disciplinary procedures.

Authorisation to carry or use a mobile phone, using the BlueStone Resorts Employee App is strictly if an employee is in circumstances that require the use of a mobile phone where it is necessary to remain in contact with someone outside of BlueStone. This should be the advice of their Line Manager. If the Line Manager believes that access to a mobile phone is essential to their employee for a limited period, then the employee will be permitted to have access to the phone, and the above paragraph will not apply.

[illegible]

6. **Employee App**
Launch has been successful, first day had 246 employees download the app. We need to continue to push this as we are moving away from Facebook Groups etc.
Main Bluestone page, gone back to developers so everyone can post, like and comment- departmental and organizational recognition.
Interested in your team's feedback.
Launched competition for first 50. Going to launch a 12 Days of Christmas competition also to drive activity.

SI- Any feedback?
CL- Can't edit if you make a spelling mistake.
SW- Notifications, if you click nothing happens.
HJ- Click on the bold bit of the notification and it will take you through to the relevant post.
JP- Ability to private message colleagues?
SI- We can ask the developers, similar to Teams.
JP- Will the app replace Teams?
SI- Teams will stay, Facebook, Whatsapp groups for broader communication will go.

SI- Any other ideas?
GB- Is there a way of seeing a way to see those who haven't downloaded?
SI- Not at the moment. Can ask the developers to look at this functionality.
CD- Can't add a profile picture.

File View Go Tools Actions Help

Mail

Favorite folders

- Inbox (1)
- Deleted Items (14)
- Drafts (1)
- Inbox (1)
- Sent Items
- Calendar
- Contacts
- Tasks

Mail

Unread

Imported

Stuart Jaynes

Engage4

Thursday, 18 November 2021 12:00

To: Carys Ratcliffe

Subject: Engage4

Good afternoon both,

I hope you are well. We had a meeting today to gather some feedback regarding the app, it was overwhelmingly positive so I thank you both a few questions though:

- Is it possible to implement an edit button to notices/posts? This would be used to amend spelling/grammatical mistakes quickly rather than having to delete and re-publish content.
- Also can we allow our user access so all employees can post on the main Bluestone page? I know we originally decided against it following the feedback today but we believe it would be beneficial to the organisation if all employees could do this. If so, is it something that needs to be completed your end or is it something I can do from the CMS side?

Thank you,

Carys Ratcliffe

People Services Assistant

Bluestone National Park

T +44(0)1834 869900 ext 648

This email was created by Bluestone Ltd.

3. Be able to assess the impact of change processes within an organisation.

The implementation of the Bluestone Employee App was met with open arms by most employees. As an organisation, it is important that we listen and act on all forms of employee feedback gathered. We hope that the implementation of the Bluestone Employee App begins to improve communication within departments and the organisation as a whole. At the time of writing this assignment, the communication change has only been implemented for a week, this means that the true extent of the change is yet to be discovered.

Although the long-term effectiveness of the change process is yet to be discovered, I can confirm that the change has met the objectives set during the planning stage. The objectives originally set for this change were to:

- Improve communication within departments and the organisation as a whole and ensure all communication is issued in a timely manner.
- Replace the old and time-consuming methods of communicating (SMS and Bluestone @Work&Home).
- Ensure the change falls in line with Bluestone's digital transformation plan and company values/cultures.
- Run engagement reports to understand the uptake of employees using the app.

This communication change has replaced Facebook and WhatsApp groups, the Bluestone Newsletter- Bluestone @Work&Home but not the SMS system because it is a quick, cheap, and easy way to convey key information to all employees. Once all employees have downloaded and engaged with the app, I plan on reviewing the use of SMS in conveying information and replacing this with the Employee App. Although this change has not yet replaced all old and time-consuming methods of communication, it has improved overall communication within the organisation (EV20). All of Bluestone's employees have access to the Bluestone Employee App and have the access to post, comment and like information. This falls in line with our company cultures and values.

There was no individual or departmental resistance to change. I believe this is because most employees wanted organisational communication to be improved- this was highlighted in the annual staff survey (EV1).

The app launched successfully with a high percentage of our employees engaging with it regularly (EV20). I communicate the success and the impact of this change to stakeholders using a report (EV17). This forms part of the monthly People Services report which is distributed to Team Leaders and Heads of Departments.

Although the app launched successfully with a high percentage of our employees engaging with it regularly (EV20), further developments are required to make the app a one stop shop for all things Bluestone's employees could need. In January, I am planning to implement further changes on the Bluestone Employee App including implementing our payroll system onto the app along with a live-chat function with People Services and a private messaging function. These further changes will need to be communicated to employees. To do this, I plan on using and distributing user guides, Toolbox Talks and policies. I will also run optional online training sessions for those employees who wish to attend.

How effective was my own performance in contributing to the management of change?

The CIPD (2020) Profession Map states that understanding how to effectively enable change is a core knowledge area meaning it is necessary for people professionals to understand. There are '4 levels'

to each area on the CIPD Profession Map, these are foundational level, associate level, Chartered Member and Chartered Fellow level.

For this specific change, I am working at Associate level. This is because I not only understand the importance of planning and managing change, but how change can also impact people in different ways and the key elements of a good project plan (CIPD 2019).

Specifically, I planned, delivered, and implemented the communication change in Bluestone. This is evidenced throughout this assignment. I am also able to explain to stakeholders why this change is important and happening and evidence this (EV1). However, the CIPD Profession Map show that for some elements of this change I am still working at foundation level. For example, I know what a business case is, the purpose of it and how to raise it (CIPD 2019). However, in Bluestone only Directors and Heads of Departments can submit a business case. To demonstrate my knowledge of this, I created a change plan (EV7) and presented this to my director.

Now the initial change has been implemented, I had a chance to review the effectiveness of my own performance in terms of contributing to the management of this change.

I believe that I communicated well across the organisation. This included explaining why the change is happening, conveying estimated timelines, communicating updates and work with an external company to design the employee app to achieve all the objectives set in the planning stage. This is evidenced throughout this assignment. I communicated using several platforms, ensuring each was suitable for the audience. For example, when conversing with the external company based in Scotland, I used Zoom and Teams (EV3/EV10) as this allowed myself and them to use the share screen function and show app developments and progress. Other platforms I used was phone, email, and the Bluestone @Work&Home newsletter, evidenced throughout.

Personal drive, motivation, and time management (Team Enterprises 2006) ensured that the app was successfully launched ahead of the desired launch date which was the end of 2021. Planning my time (EV3) allowed me to balance the launch as well as continue with my day-to-day role and responsibilities!

Finally, I believe that innovation and vision (Team Enterprises 2006) was another strength. When the developers had finished designing the app, I was left with a blank shell which I had to create into an engaging Bluestone branded app with everything employees may need. Problem solving was also a useful skill during this!

My director and other employees involved in the change have also provided me with feedback (EV21/EV22/EV23/EV24/EV25/EV26).

To improve, I would have liked to be more involved in the initial conversations regarding the app including building a business case and costing exercises. However, I am aware that isn't possible until I progress within the People Services department.

Bibliography

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

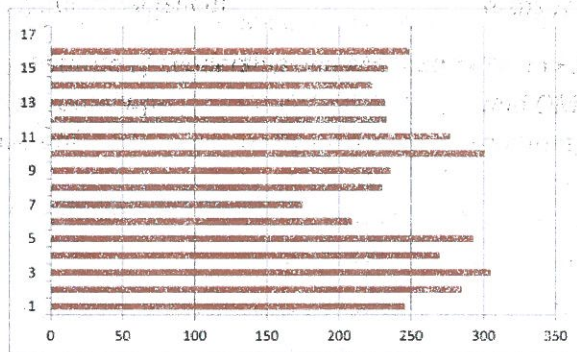
CIPD (2020) *Change Management | Factsheets | CIPD* [online]. Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>

Team Enterprises (2006) *Assessing your own performance | Institute of Leadership and Management and QMD* [online]. Available at: <http://www.teamenterprises.co.uk/wp-content/uploads/2014/10/Assessing-your-own-performance.pdf>

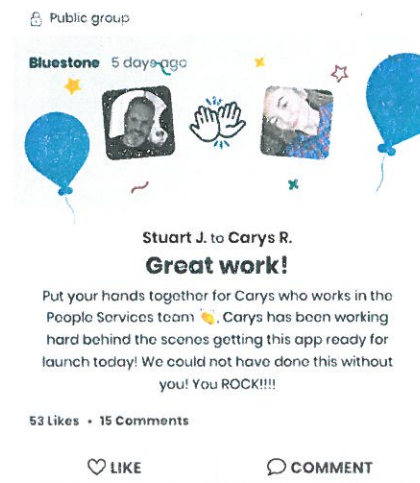
Evidence

EV20- Report showing how many employees regularly engage with the app.

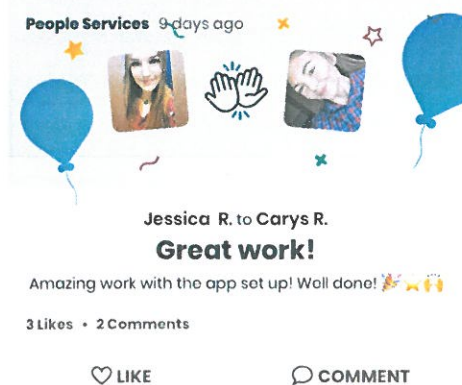
	Unique Daily App Sessions
15/11/2021	246
16/11/2021	285
17/11/2021	305
18/11/2021	270
19/11/2021	293
20/11/2021	209
21/11/2021	175
22/11/2021	230
23/11/2021	236
24/11/2021	301
25/11/2021	277
26/11/2021	233
27/11/2021	232
28/11/2021	223
29/11/2021	234
30/11/2021	249



EV21-Feedback I received from my director on the employee app.



EV22-Feedback I received from my manager.



EV23-Feedback I received from employees once the change was implemented.



Alison • 5 days ago
App looks great, well done Cary's and team ❤️

Like • 1 Like



Gina • 5 days ago
Well done now to spend an hour having a look, looks exciting

Like • 1 Like



Yvonne • 5 days ago
Well done Carys you have been amazing. thank you! 🙏

Like • 1 Like



Noah • 5 days ago
Well done

Like • 1 Like



Beth • 5 days ago
Well done Carys!! 🙏🙏

Like • 2 Likes



Maeve • 5 days ago
🙏🙏🙏

Like • 1 Like



Ellen • 5 days ago

EV24-Feedback I received from employees once the change was implemented.



Yvonne • 5 days ago
Well done Carys you have been amazing. thank you! 🙏

Like • 1 Like



Noah • 5 days ago
Well done

Like • 1 Like



Beth • 5 days ago
Well done Carys!! 🙏🙏

Like • 2 Likes



Maeve • 5 days ago
🙏🙏🙏

Like • 1 Like



Ellen • 5 days ago
Top effort!!

Like • 1 Like



Amanda • 5 days ago
Well done 🙏

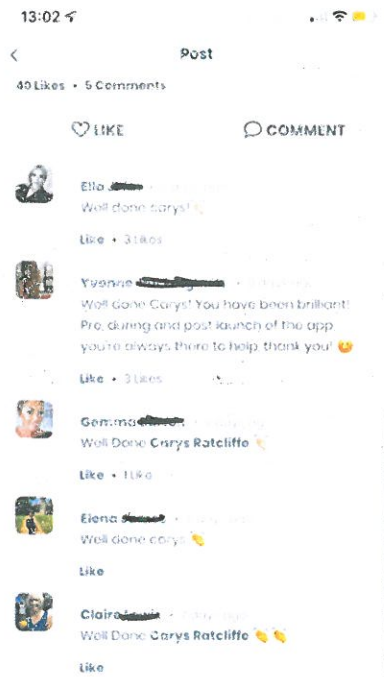
Like • 1 Like



Patrick • 3 days ago
🙏

Like • 1 Like

EV25-Feedback I received from employees once the change was implemented.



EV26-Feedback I received from Stuart once the change was implemented.

