

PROJECT INITIATION DOCUMENT (PID)

Investigating a Business Issue from a HR Perspective

Students Name: Nia Williams

INSTRUCTIONS:

Give as much justification as possible for every question asked. This means, you must not limit yourself to just stating WHAT you believe is an appropriate response, but WHY.

ALWAYS provide an outline of the financial and cost imperatives associated with your report tasks. Imagine you must be able to SELL your project idea.

Put effort into the PID and you will benefit from this when it comes to undertaking the research. Use your skills as a "Thinking Performer" and take the "Business Partner" approach.

PID submission date detailed on the IBI Activity Schedule

1. Name	Nia Williams
2. Organisation name:	Coleg Sir Gar and Coleg Ceredigion (CSG and CC)
3. Type of business: Nature of business and customer profile:	Further and Higher Education college consisting of 7 base campuses including Llanelli (Graig), Ammanford, Gelli Aur, Pibwrlwyd, Jobs Well, Cardigan and Aberystwth. CSG and CC offer a range of courses in A levels, NVQs, National diplomas, higher national certificates, foundation degrees and post graduate programmes.
4. Number employed by organisation:	Approximately 1000 employees made up of Lecturing, academic and business support staff.
5. Number employed within human resources (HR) department (if applicable):	• 2 HR Partners • 1 HR Partner Team Leader • 1 Executive Director of HR and Wellbeing • 1 Pensions Officer • 1 Payroll Officer • 1 HR Officer and Staff Development • 1 HR Services Manager • 1 Recruitment administrator (Vacant) • 1 Talent Acquisition (Recruitment) Manager (Vacant)
6. List the main HR functions that are undertaken by your organisation:	• Recruitment and Selection • Absence Management • Employee Relations • Employee Engagement • Payroll • Pensions • Policies • Contract management
7. Your job title:	HR Partner
8. How long have you been in this job?	I have been employed as a HR Partner since May 2021. Previously employed as Assistant HR Officer and HR administrator within CSG and CC.
9. Outline main purpose of your job:	Partner all academic and business departments, to support day to day people management, providing professional advice and guidance to deliver operational solutions.
10. List the HR responsibilities within your job:	• Work with academic and support departments, attending Faculty Meetings, departmental meetings and organising regular one to one meetings. • Work closely with faculty and department heads to identify and plan recruitment needs in conjunction with the recruitment

	team. • Support the recruitment and selection process, including shortlisting, interviewing and appointment. • Provide advice to managers and ensure the process is carried out effectively in accordance with college policies and procedures, legislation and good practice. • Co-ordinate preparation of accurate job offers/contracts of employment ensuring legal compliance. • Deliver day one induction programme for all new starters and manage onboarding process and reviews to ensure optimum engagement of new employee. Organize and host Principal's welcome event. • Support the probationary journey ensuring policy and process compliance and providing advice and guidance. • Liaise with recruitment team and HRIS team to contribute to optimum workforce planning and forecasting. • Provide advice and guidance in relation to all family leave matters ensuring compliance with policy and ensure relevant risk assessments are carried out in line with health and safety regulations. • Monitor absence management patterns and identify timely interventions ensuring adherence to College policies. Support the maintenance of accurate records and provide regular management information on absence levels. • Provide expert professional advice and guidance on absence management and liaise with Occupational Health and other support mechanisms where appropriate, ensuring compliance with employment law. • Provide expert professional advice and support on disciplinary, grievance, capability and harassment and discrimination issues. Guide and support investigations, formal hearings and appeals, ensuring compliance with
--	---

	employment law. • Support both informal and formal performance management interventions. • Maintain and develop professional knowledge and capability to ensure expert support and guidance including current employment law legislation and best practice, sharing knowledge and experience within the HR Partner team. • Maintain regular and routine communication and liaison with the Recruitment and HRIS teams to ensure smooth operational delivery. • Conduct exit interviews for all leavers, analysing and mapping trends. • Contribute to the development and implementation of HR policies, practices and procedures. • Ensure and monitor compliance with Welsh Language Standards within the HR department, and working closely with Welsh language team. • Develop and deliver training on HR policies and process for line managers as required. • Champion college core values and behaviors and the wellbeing of all staff. • Proactively identify, and assist with the development and implementation of improvements to systems and procedures to enhance efficiency • Carry out any other duties as directed by the Principal/Chief Executive commensurate with the grade of the post at the initial place of work or other locations within the College.
11. Who is the person mainly supporting your report (Sponsor)? State their job title and their relationship to you:	Name: Laura Lucas Job title: HR Partner Team Leader Relationship to you: Team Leader

12. Aim of report:

In no more than twenty words, state the overall aim of the report. Here you need to compile a sentence that communicates clearly what you intend the report idea to achieve.

Aim: To critically analyse the cause and the link between poor employee wellbeing and the increase in absenteeism rates at the college and to make recommendations to address wellbeing and absenteeism based on the findings.

TOP TIP: KEEP IT SPECIFIC. IMAGINE YOU ARE A SELF-EMPLOYED CONSULTANT DETERMINING THE PARAMETERS OF YOUR report FOR WHICH YOU WILL GET PAID. A CLEARLY STATED AIM HELPS TO ACHIEVE PARAMETERS AND SERVES TO ESTABLISH THE BASIC DESIRED OUTCOME OF THE report. ONLY WHEN WE DELIVER ON THE AIM, SHOULD WE EXPECT TO GET PAID BY OUR PAYMASTER.

13. Objectives of report:

List four objectives that are each directly related to the report aim. Here you must ensure the objectives are SMART (specific, measurable, achievable, realistic, time bound). Essentially, objectives are steps you need to take to achieve the report aim. Each objective must begin with a verb that states clearly how the objective is to be undertaken.

Objectives:

1. To identify changes in the external environment through a PEST analysis that may have contributed/ caused poor employee wellbeing.
2. To undertake a literature review to understand the effects of poor wellbeing on employees and organisations and to find ways that CSG&CC can improve wellbeing based on findings from organisations who have a successful wellbeing programme in place.
3. To conduct primary research by interviewing a number of employees who are currently absent on long term sickness and to analyse their thoughts on wellbeing and to use questionnaires on the organisation for recommendations on improving it going forward.
4. To make recommendations based on the literature review and methodology to address wellbeing and to decrease absenteeism rates.

TOP TIP: KEEP OBJECTIVES SIMPLE AND ADHERE TO SMART PRINCIPLES. THE OBJECTIVES ARE THE STEPS YOU WILL TAKE TO DELIVER ON THE AIM OF YOUR report. AGAIN, THESE ARE MEASURABLE PARAMETERS AND SERVE TO DEMONSTRATE A LOGICAL AND EASILY UNDERSTANDABLE APPROACH TO SUCCESSFULLY COMPLETING THE report. OBJECTIVES ARE ALWAYS AGREED AND "SIGNED OFF" BY YOUR PAYMASTER SO THAT BOTH PARTIES KNOW WHAT IS BEING CARRIED OUT AND IN THE END, PAID FOR.

14. Give an outline of the sorts of tasks and questions you want to undertake and ask that will allow you to deliver on your objectives and ultimately achieve your aim.

Questions relevant to objective one:

- What are the PEST factors that are causing/impacting on wellbeing?

Tasks relevant to objective one:

- Research literature
- Journal Articles
- Mind website
- CIPD

Questions relevant to objective two:

- What are the effects/implications of poor wellbeing on the individual and on the organisation?
- What is the organisation currently doing to enhance employee wellbeing?
- What are leading organisations within this field doing to enhance wellbeing?

Tasks relevant to objective two:

- Undertake a literature review by reading various text books, journals, CIPD reports and articles around wellbeing.
- Gather information from the Director of Wellbeing
- Researching the top companies with successful wellbeing programmes in place.

Questions relevant to objective three:

- N/A

Tasks relevant to objective three:

- Research questions to ask employees. Research to see if someone has done something similar in the past.
- Ask permission from Director of HR and Wellbeing to set up interviews and to distribute questionnaires to the organisation.
- Arrange interviews with employees who are currently absent from work and ask them a series of questions relating to wellbeing and their recommendations for improving it for the college.
- Collate responses and analyse – Grouping together similarities.
- Present data in a table/graph.

Questions relevant to objective four:

- What has worked successfully with other organisations?
- What recommendations has been mentioned by employees to improve wellbeing? Any similarities in responses? Has another organisation successfully implemented this and delivered results?

Tasks relevant to objective four:

- Draw recommendations from literature review and methodology. Present recommendations in an action plan format in order to address the business issue.

TOP TIP! THE MORE TIME YOU TAKE EARLY ON IN YOUR REPORT TO WORK OUT WHAT YOU ARE GOING TO ASK AND WHAT YOU HAVE TO DO, THE MORE TIME YOU WILL SAVE LATER ON.

15. What is the business case for considering undertaking the report? Here you need to justify how achieving the report aim will advantage and benefit the business and its stakeholders. For example, savings, gaining intelligence of competitors, promoting innovation, and return on investment.

- According to CIPD Health and Wellbeing at Work Survey (2020), the top three benefits of employers increasing their focus on employee wellbeing are, better employee morale and engagement, a healthier and more inclusive culture and lower sickness absence rates.
- According to the Mental Health Foundation (2021), mental health is the leading cause of sickness absence in the UK. 70 million work days are lost each year due to this which costs employers approximately 2.4 billion per year. According to CIPD (2021) supporting and improving mental health in the workplace can improve thinking, decision making, workflow and relationships. These translate to increased productivity and decrease in absenteeism rates which in turn translates to cost savings. The cost of doing nothing to address the high levels of mental health absences in the workplace will only lead to a continued rise in sickness and turnover rates.

TOP TIP: NO BUSINESS CASE? BIN REPORT, START AGAIN - BETTER NOW THAN LATER!

16. Identify the risks associated with the report and how these could be overcome.

- Confidentiality – Ensure that participants are comfortable with the information that they will be providing you with. Provide confidentiality with the information provided.
- Time – Due to the time of year many managers and lecturing staff will be going on annual leave until late August. To overcome this, I will need to build good relations with those I wish to have involved in the project at an early stage. Arrange meetings in a timely manner and ensure that they know that their contributions are valued.
- Arranging interviews with employees who are absent. I will try and overcome this by arranging the questions as part of their absence review meetings.
- Not receiving enough completed questionnaires from the organisation. I will try and overcome this by asking employees to complete them online. I will also get members of the exec team to put a message out on the internal gateway and over email to reach and draw attention to the whole organisation.

TOP TIP: THERE ARE RISKS TO ALL RESEARCH PROJECTS HOWEVER, GOOD THEY MAY SEEM! THE SKILL IS TO IDENTIFY AND MANAGE THE RISK(s).

17. List the resources you will need to make your report a success. State why such resources are needed. These may include, people, time, cash, technology, data. Identify any constraints that you may encounter and explain how you would overcome these.

PEOPLE:

HR and wellbeing team –

- To obtain knowledge on what we currently do to increase employee wellbeing.
- Arrange meetings to discuss the type of questions we should ask employees based on research conducted.

Employees currently absent from work on long term sickness –

- These are vital in order to know if their sickness is to do with poor wellbeing. They are also key in suggesting recommendations for improvement going forward.

Employees within the organisation:

- These are also vital in order to understand a holistic approach on wellbeing. Some people may not be on sick and still experience poor wellbeing. These are also key in suggesting recommendations for improvement going forward.

Executive Team

- The executive board are key to make this a report a success as they need to give permission to undertake methodology within the organisation. The report is also for the consideration of the executive team, and they have the final say on implementing the recommendations suggested to tackle the issue of high sickness absences relating to poor wellbeing.

TECHNOLOGY:

- Google Meet – for absence review meetings.
- Google form – For questionnaire/survey. I have not conducted one on a google form before therefore, I will need to familiarise myself with this.
- Excel – creating graphs from the primary data collected from the above.

DATA:

- Absence system – yearly absence figures along with reasons for absences in order to make comparisons.
- List of employees currently off on long term sickness.

TIME:

- Working over the summer, I am restricted to access to staff. I will need to organise the surveys around annual leave periods.
- Primary research will be factored into my working week schedule. It has been agreed by my team leader that I can have Tuesday afternoons to complete my research report in work in order to access data and arrange the primary research.

FINANCE:

- The cost of carrying out the research:
 - My Time = Approximately 60 hours @ 12.38 per hour £742.80

TOP TIP: THE ASTUTE MANAGER IS FULLY AWARE OF THE REQUIRED RESOURCES AND THEREFORE, BUILDS POSITIVE RELATIONSHIPS WITH PEOPLE WHO CAN HELP HIM/HER IN OBTAINING SUCH RESOURCES. IT IS ESSENTIAL TO IDENTIFY ALL RESOURCES AT THE BEGINNING OF A PROJECT SO THAT YOU CAN INCLUDE THEM IN YOUR COSTS.

18. State what method you intend to use to collect your primary data. For example, questionnaire, interviews, telephone surveys, focus groups etc. Outline why a particular research method was chosen over alternatives.

****Covered in question 19****

TOP TIP: CHOOSE AN APPROPRIATE METHOD AND THEN, USING THIS METHOD, ENSURE YOU WILL ACTUALLY BE ABLE TO COLLECT THE DATA YOU REQUIRE. AGAIN, KEEP IT SIMPLE AND TAKE ADVICE FROM RESEARCH METHODOLOGY TEXT BOOKS AVAILABLE IN THE LIBRARY.

19. State HOW you plan to collect primary data and justify the appropriateness of your chosen research method. Consider whether or not you will be given or denied access to personnel and why.

Objective 3:

Interviews/meetings with employees currently on long term sickness as part of their absence review meeting. This is an appropriate method as it can easily be brought into the absence review process to understand what we can do as an organisation to improve their wellbeing and what they think of the current programme in place. It is essential to measure the wellbeing of these employees as these are the employees that are absent from work and they are key in understanding the link between poor wellbeing and absenteeism rates. Surveys and questionnaire etc would not be appropriate for these employees as meetings/interviews are instant and more personal.

Questionnaires/surveys with the rest of the organisation. These will be created on google forms. A message on the internal gateway will be created in order to encourage employees to complete. An email to all staff will also be sent in case employees do not see the message on the internal gateway. Surveys are the most appropriate in this instance, as they are fast to gather feedback and can collect large volumes of data quickly and at a low cost in comparison to interviews where they are appropriate for a small scale of people.

TOP TIP: BE SURE THAT THE METHODOLOGY YOU USE TO COLLECT YOUR DATA IS APPROPRIATE AND AFFORDABLE IN TERMS OF YOUR TIME. KEEP IT SIMPLE! DO NOT MAKE YOUR LIFE DIFFICULT.

20. State from WHOM you plan to collect primary data and detail any challenges you anticipate. Outline how you plan to approach people to take part in your research and why you have chosen such individuals. State why individuals may agree to take part in your report or indeed, refuse.

Key stakeholders:

- **Employees of the whole organisation** – I will try and get all employees to participate in the google survey which will be published on the internal gateway. This will be sent out via email by Executive Team who post on behalf of departments.
- In order to get people to participate in the survey, I will outline the benefits of the survey in the email to draw their attention. If they know that the organisation is looking to improve the wellbeing of employees, they are more likely to participate and recommend ideas.
- The challenge is to get enough responses. It is unlikely that the whole organisation will take part however, a good response will be around 100 employees.
- Some employees may not want to take part for reasons such as confidentiality and the fear that the survey is not anonymous. These will need to be addressed in the email and on the survey in order to reassure employees.
- **Employees that are absent from work on long term sick** – These

employees are vital in understanding the link between wellbeing and absenteeism. Data will be collected from these employees through their absence review meetings. Challenges that could arise is employees cancelling their absence review meetings and delaying the meetings. Another challenge is that these employees may not want to go into detail about wellbeing because of their absence type and their mental and physical state. Explaining to the employee before hand and explaining the benefits of the research will hopefully make them more open to share their views and opinions on wellbeing in the college. They may be more open to sharing their ideas and opinions on wellbeing if they see that the change will have a benefit to them.

TOP TIP: BE SURE THAT THE PERSONS YOU WANT TO PARTICIPATE IN YOUR REPORT ARE THE APPROPRIATE PERSONS.

21. State from where you plan to collect secondary data. This means providing an early list of alphabetised websites and a bibliography that details (using Harvard method) the books, journals, research and magazines that you intend to use.

Website addresses:

1. Brower, T (2021). *Wellness and the future of work: Some of the best companies share their new solutions*. [Online]. Available at: <https://www.forbes.com/sites/tracybrower/2021/03/14/wellness-and-the-future-of-work-some-of-the-best-companies-share-their-new-solutions/?sh=69f8b5a93577> (Accessed 01 July 2021).
2. CIPD (2021c). *Coronavirus (COVID-19): Mental health and wellbeing briefing for people managers*. [Online]. Available at: <https://www.cipd.co.uk/knowledge/culture/well-being/supporting-mental-health-workplace-return> (Accessed 16 June 2021).
3. CIPD, (2020). *Wellbeing at work* [Online]. Available at: <https://www.cipd.co.uk/knowledge/culture/well-being/factsheet> (Accessed 29 June 2021).
4. CIPD, (2018). *Health and Wellbeing at Work*. [Online]. Available at: https://www.cipd.co.uk/Images/health-and-well-being-at-work_tcm18-40863.pdf [Accessed 30 June 2021].
5. Mental Health Foundation (2021). *Mental health in the workplace*. [Online]. Available at: <https://www.mentalhealth.org.uk/our-work/mental-health-workplace> (Accessed 04 July 2021).
6. Mental Health Training (2019). *Mental Health in the Workplace. A workshop for managers*. [Online]. Available at: <http://mentalhealthtraining.co.uk/mht16-mental-health-awareness-training-a-workshop-for-managers/> (Accessed 16 June 2021).
7. ONS (2021). *Sickness absence in the UK labour market: 2020*. [Online]. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthe labourmarket/2020> (Accessed 01 July 2021).
8. The Health Foundation (2020). *Emerging Evidence on COVID-19's impact on mental health and health inequalities*. [Online]. Available at: <https://www.health.org.uk/news-and-comment/blogs/emerging-evidence-on-covid-19s-impact-on-mental-health-and-health> (Accessed 17 June 2021)
9. Wellspace (2021). *Wellbeing Re-imagined*. [Online]. Available at: <https://yourwellspace.com/> (Accessed 17 June 2021).
10. Young Minds (2021). *Coronavirus: Impact on young people with mental health needs*. [Online]. Available at: <https://youngminds.org.uk/about-us/reports/coronavirus-impact-on-young-people-with-mental-health-needs/> (Accessed 04 July 2021).

Books (on topic area and associated subjects):

1. Hasson, G. & Butler, D., (2020). *Mental Health and Wellbeing in the Workplace*. London: Wiley.
2. Hesketh, I. & Cooper, C., (2019). *Wellbeing at work. How to Design, Implement and Evaluate an Effective Strategy*. London: Kogan Page.
3. Johnson, S., Robertson, I. & Cooper, C., (2017). *Well-being, Productivity and Happiness at work*. London: Springer international Publishing .
4. Mitchell, D., (2018). *50 Top Tools for Employee Wellbeing*. London: Kogan Page
5. Putnam, L., (2015). *Workplace wellness that works*. Canada: Wiley.
6. Stringer, L., (2016). *The healthy workplace*. London: AMACOM.
7. Wall, T., Cooper, C. & Brough, P., (2021). *The SAGE handbook of Organizational wellbeing*. London: Sage Publishing.

Books (on research methodology):

1. Anderson, V., (2014). Approaches to gathering data in HR research. In: *Research methods in Human Resource Management*. London: CIPD, pp. 133-155.
2. Brynman, A. (2006) *Integrating quantitative and qualitative research: how is it done?* Qualitative Research. Vol. 6. pp97-113.
3. Greener, S. (2008). *Business Research Methods*. London: Ventus Publishing.
4. Saunders, M., P. Lewis, et al. (2007). *Research Methods for Business Students*. Fourth Harlow, England, FT Prentice Hall, Pearson Education.

Peer reviewed research papers:

1. Adams (2019). The value of Worker Well-being. [Online]. Available at:

- <https://journals.sagepub.com/doi/full/10.1177/0033354919878434> (Accessed 05 July 2021)
2. Alimo-Metcalfe, B., Alban-Metcalfe, J., Bradley, M., Mariathasan, J. and Samele, C. (2008), "The impact of engaging leadership on performance, attitudes to work and wellbeing at work: A longitudinal study", *Journal of Health Organization and Management*, Vol. 22 No. 6, pp. 586-598.
 3. Fisher, C. D. (2014). Conceptualizing and measuring wellbeing at work. In P. Y. Chen & C. L. Cooper (Eds.), *Work and wellbeing* (pp. 9–33). Wiley Blackwell.
 4. Renee Baptiste, N. (2008), "Tightening the link between employee wellbeing at work and performance: A new dimension for HRM", *Management Decision*, Vol. 46 No. 2, pp. 284-309.
 5. Warr, P., & Nielsen, K. (2018). *Wellbeing and work performance*. In E. Diener, S. Oishi, & L. Tay (Eds.), *Handbook of well-being*. Salt Lake City, UT: DEF Publishers.

--

22. Design a time plan for the lifetime of the report. Begin by breaking down all tasks that need to be undertaken and assess the duration of time you need to devote to each task. Be sure to show tasks in a logical sequence. Be further sure that you plan well enough to enable you submit your report on the deadline date. Include any meetings that you plan to have with your report supervisor at UWTSD. Be realistic and make your report manageable, account for holidays and other “off-days”.

Task	Date to be completed
Identify a business issue	w/c 21/06/2021
Research questions to ask as part of primary research & Meet with HR and wellbeing team to conduct questionnaires and questions for interviews.	22/06/2021 – 09/07/2021
Distribute questionnaires Conduct secondary research	09/07/2021-23/07/2021
Meeting with tutor?	w/c 19/07/2021
Conduct absence review meetings	w/c 19/07/2021
Analyse data collected	w/c 26/07/2021
Introduction	01/08/2021
Literature review	w/c 09/08/2021
Methodology and results/analysis	w/ 16/08/2021
Meeting with tutor?	w/c 16/08/2021
Conclusion	w/c 23/08/2021
Recommendations	w/c 30/09/2021
Table of contents	06/09/2021

Draft assignment hand in	07/09/2021
Meeting with tutor?	22/09/2021
Final amendments	22/09/2021-11/10/2021
Final Assignment Hand in	12/10/2021

TOP TIP: IMAGINE YOU ARE SELF-EMPLOYED AND WANT TO DEMONSTRATE TO YOUR PAYMASTER EXACTLY WHAT YOU HAVE TO DO TO SUCCESSFULLY COMPLETE YOUR report. MOREOVER, DATES PROVIDE A TIMELINE TO WHICH WE HOLD OURSELVES (AND OTHERS) ACCOUNTABLE.

23. Make a list of questions here that you wish to ask your supervisor about your report. Such questions could be about: meeting dates and venues; any forthcoming events that you may have interfere with you completing your report; relevant books, journals, websites, research papers; research methodology; etc etc etc.

- Meeting dates?