

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Change

Activity 1-3 - On the job training

Word Count: Activity 1 – approx 300

Activity 2 – approx 500 - 750

Activity 3 – approx 500 -750

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Signed: MGoldsworthy

Date: 11/12/2020

On the job training – Activity 1

After completing my power point on managing change I discussed and evaluated my knowledge and skills in relation to change management with my manager, Jess. I feel that I understand the importance of change and why it should be managed well as how poor change management could result in the change either not happening at all or not having the desired effect. I understand the importance of understanding that change can affect people in different ways and how best to manage this as well as understanding the different internal and external drivers for change. Whilst theoretically I understand how to manage change, I have not had much experience in actually implementing and using these skills for a change initiative. We discussed potential opportunities in the future where I could be involve with a change initiative to put these skills to practice and get experience in dealing with change in a purposeful way. I feel that my current skills are in between Foundation Level and Associate Level within the CIPD Profession map.

Whilst I have been part of some changes recently, especially with COVID-19 and closing the resort to guest and staff, I was not as aware of the particular steps to take and reactions to look out for. Next time I have the opportunity to be involved with change in my work, I will follow the best practice I have studied to enable me to go through the process and identify each stage. Practically going through this process will give me the experience I need to be able to put these in place and understand how my organisation deals with change, supports to manage change, which leavers are usually used to deliver change and potential other leavers to use, and the impact of change (Change | CIPD Profession Map, 2018).

On the job training – Activity 2 - SWOT Analysis of impending change

In the near future Bluestone may look at efficiencies of departments. I would like to point out that this is not an official change but a realistic scenario to enable me to complete this piece of work. This is because the business has been operating on smaller numbers of staff due to furlough and the need to reserve cash. Some departments are coping well with less staff than usual whilst others are over stretched. Please see SWOT below:

Strengths:

- Bluestone can reserve cash if efficiencies can be made and less staff are needed
- Employees have shown resilience and strength during a difficult time and have pulled together and made their teams stronger
- Employees are getting used to an ever changing business with different government and organisational rules being implemented often

Weaknesses:

- Some employees may be overstretched and overworked
- Some departments may be missing the smaller details due to lack of staff
- When there has been occasions of a high influx of work employees are on furlough

Opportunities:

- Focus on training and developing employees which enables them to cope under pressure and with a reduced team
- Team's and managers find smarter ways of working as they are not abundant in staff levels
- Bluestone can offer the same level of service to guests with a smaller workforce

Threats:

- Absences and annual leave may become hard to cover resulting in poor employee engagement and wellbeing
- Additional stress on employees could result in poor engagement and wellbeing
- Bluestone realise that they cannot operate with reduced staff but staff have already left the business making it hard to employ for certain roles and also losing talent that has taken time to build up

I discussed this potential change with my manager and the implications on the HR function. If this is something Bluestone decides to act on then it would likely result in a redundancy process for

particular departments that are over staffed. This would put more pressure on HR to support with this process whilst already dealing with additional work from furlough and Covid-19.

This change could make it challenging to ensure departments had enough staff without affecting morale and performance so it would be particularly important for the line managers to discuss the reason for the change in a positive way. Due to the nature of this change employees will likely experience the 'Kubler-Ross 5 stages of grief' at some point during this process (Models, 2020). This will require support from our Wellbeing Officer and HR staff in particular as some managers may not feel equipped to deal with certain emotions from their teams. HR will need to emphasise the importance of good relationships between line managers and their teams to support them through this process. The communication will need to be effective and used so that all employees can access it and have the same understanding as each other (Employee Communication | Factsheets | CIPD, 2020). Once this change has happened HR will need to measure how effective it was and how to maintain the employees motivation and momentum. It is important to support employees after the change has happened and celebrate its success. My manager and I agree that HR will be heavily involved with this process to offer support and ensure that it is done in line with best practice. This could be a good opportunity for me to gain experience in dealing with change and going through the process practically.

On the job training – Activity 3 – Communication strategy

Bluestone communication Strategy	
Company Profile	Bluestone Resorts is a holiday resort located in Pembrokeshire and employs over 750 local people. There are a large variety of different roles within the hospitality industry on the resort that vary from Housekeeping Assistants, Entertainers, Food and Beverage Assistants and Lifeguards.
Issue	Due to the recent coronavirus outbreak and the effect that local and national lockdowns have had on the business, Bluestone is looking at making efficiencies within the departments in order to reserve cash.
Research	Since March 2020 Bluestone operation has changed largely with having to implement new rules regular basis, having staff on furlough and dealing with lockdowns that affect our local area and the areas that our guests are coming from. Many departments have been managing on a reduced workforce. Some departments have coped better than others and are thriving by working smarter – the Blue Lagoon department for example have amended their rotations to cope with less staff and have managed this well.
Communications objectives	We want to communicate how well the whole workforce has managed with all of these changes that are constantly happening. They have worked smarter and more efficiently and because of this Bluestone are looking at ensuring the departments have enough staff but aren't overstaffed. Staff will be given more training to help with the increased levels of work and opportunities to be re-deployed in another department if they chose to.
Audiences	This communication will mainly be for the workforce but it will also filter to suppliers and guests in a different way.
Key Message	2020 has been a very different year from usual and has taught us a great deal. I would like to thank you all for your hard work and the effort you have put in to pulling together to ensure our guests still had their dream breaks whilst coping with the impacts of COVID-19. COVID-19 has impacted the hospitality industry as most of us know and this means that

	we are looking at ways to ensure the business survives this pandemic. For this reason we are looking at each department individually to ensure that you have the right amount of staff and a good level of training to enable you to carry out your roles effectively. For some this could mean that roles become available in different departments; our aim is always to preserve jobs and we will do this in line with the business needs. We understand that you may have concerns and questions and will be holding a webinar on [date] to answer some of your questions. Alternatively you can speak with our People Services team who can offer support. This efficiency process will allow us to work at our best and provide the services at the same level whilst surviving this pandemic.
Tactics/channels	Communications: -Webinar -Flow (internal comms system) -Newsletter that is published every other week -Through line managers -On departmental facebook/social media pages -Through email (internal and external) -Place comms on notice boards in staff areas
Risks	The risks are: -Employees resist the change -Morale takes a dive due to this communication -Miscommunication through the way line managers deliver this -Speculation and distrust -Concerns over jobs
Measurement	-Complete a staff survey during and after the change -Get feedback from line managers about their teams and how they are dealing with the change -Hold employee consultative meetings to gather feedback -Hold a webinar after the change where employees can give

	their opinions and feedback
Review	Review the survey and any feedback that we receive to determine how successful the change was and what improvements could be made. Ensure that the communication was adequate and all employees were able to receive communication and give feedback.

I discussed the above strategy with my manager, Jess. We agreed that HR would heavily support this change initiative and that communication would be very important. We would need to communicate and coach line managers in how best to deliver this news to their employees. The way this is communicated and perceived will have a big impact on how employees react.

This type of news is easily miss-communicated and can be perceived as negative. Whilst there could be a negative outcome for some who may be made redundant through this process, it is best to lose a few and keep the business open and operating to save the majority of jobs. If Bluestone didn't consider this change then we risk not bringing in enough cash to survive an unknown future. There could potentially be more lockdowns or stricter rules which would affect our income and if this is not managed the business may close and all jobs would be at risk. This is also an issue for the local area as there are not as many jobs in Pembrokeshire as there are in Cardiff due to the location. If our 750 employees lost their jobs to Bluestone closing this would impact everyone massively including having an impact on the local area if the numbers of people without jobs increases.

It is important that the process is followed in line with best practice and the communication is clear and transparent so employees understand what is happening, why, how this could affect them and the desired outcome. HR will need to ensure that all managers are prepared as best as possible to deal with this, how their teams react to this news and how they can support their teams through this process.

Jess and I both agreed that we would need to try and foresee any issues or obstacles and how we can overcome them. We would need to make use of our employee assistance programme and communicate to employees the importance of using our EAP if they have poor wellbeing due to this change. Other supports such as our wellbeing officer, the HR team and line managers will also be available. We would need to carefully consider and understand each department's operational needs to ensure we help make the right decision for each department and without having a negative impact on the teams. Learning and Development will be heavily involved as they will need to create and implement additional training to assist staff with managing workloads and working smarter. L&D will need to consider each department's needs to put in place a relevant training plan to support them. At the end of this we will measure our success and review anything that we could have done better.

References:

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