

Understanding the management of change - on the job training tasks

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Task 1 - Word count - 359

Summary of discussion with line manager

Change is one of the core knowledge areas of the new professional map, at Associate level you are expected to understand:

- *“How to do a SWOT and PESTLE analysis, and use data to create a case for change*
- *Different change management approaches and their advantages and disadvantages*
- *How to explain why change is happening, and basic models for how people experience change*
- *How to conduct skills or capability audits and gap analyses in your area of work*
- *The different levers you can use to enable change in your current work*
- *How to plan and deliver a project, including goals, milestones, resources, risks, costs and interdependencies” (CIPD,2021).*

I considered the above points when discussing my own development needs in relation to change with my line manager.

Both my manager and I agree that I am confident and able to complete both a SWOT and PESTLE analysis when considering change and its implications, along with being knowing how to and the importance of data backing and analytics when developing a business case to initiate change. Without data backing change in any organisation is unlikely, within Tai Tarian it is defiantly the key to encourage the senior management team to sit up and take notice of any change the HR team wish to implement, (Taylor and Wilkinson 2016). I have gained Knowledge from my studies in relation to different change management approaches, with both their advantage and disadvantages, and I am aware that due to the culture of tai Tarian only some would be considered, which is very much “we have always done it this way” (Cannon,2017) . To make any change in Tai Tarian buy-in from an influential member of the senior management team is needed without a doubt or the change will not take place or if it does it will not meet its expectations. I am aware of the importance of explaining the how and why of change (Tahir,2019) and to recognise different people reaction to change as per the Kubler ross change model (Mindtools.com,2020). I am aware of how to deliver a change project , including through planning and identify and resolving any issues that may occur. Both my manager and I agree that I have the skills, knowledge, and capability of completing a large change project (as so fair I have only led smaller projects), but that I need to be more confident in my abilities, taking positive feedback on board which both ,myself and my manager have received in relation to change projects I have dealt with in the past. Going forward I plan to take lead on a large change project to develop my skills and confidence in this area.

Task 2 - Word count - 673

SWOT Analysis of Tai Tarian Housing Association Change plan needed to enable the monitoring COVID-19 amongst staff at Tai Tarian efficiently and in line with government guidance.

Strengths	Weaknesses
The organisation has become more agile and adaptable to change due to the pandemic and new ways of working which should help managers take on board this change HR Team have knowledge to complete tasks without a lot of need for reliance on other departments Head of Organisational development will support change and influence amongst key Senior management HR able to design form and contents to exactly what information is needed HR team capable of managing situation effectively as per expectations	Do not have a suitable report available in the current HR/Payroll system – a new report will need to be built No current suitable form available to be used to report absence / issue of covid-19 to the HR team – new to be devised Time sensitive – to complete will need time and resource from the HR team , potentially at the cost of other tasks To have a new form available for use on the iPad for staff working in the communities IT will need to develop – IT department very busy with staff working from home so may not be able to complete HR/Payroll system not able to differentiate those absent and not able to work from home with Covid-19 issues and those able to work from home but still have covid-19 issues – causing issues for payroll – work will need to be completed creating new codes to input the information in order to be able to pull a report off with data that is needed Lack of understanding by managers
Opportunities	Threats
Develop positive working relationships with key influencers and managers by taking on their feedback of change and asking for their support, improving the sense of moral in the organisation. Develop credibility of HR team with Senior management team and board by providing accurate data analysis to support change decisions in relation to employees and ongoing covid-19 issues. To develop relationship with Health and Safety team due to nature of change and Covid-19 guidance for staff sitting within the health and safety team	Lack of buy-in from Senior Management team Lack of manager engagement to use new form Poor use of form – not fully completed with vital information Constant changing government guidelines may make updating change unachievable Missing any changes to government guidelines and not updated information Absence within HR team will put strain on managing this change

	Lack of guidance and decision making from Health and safety team HR/Payroll system unable to cope with development and input of new codes as system is outdated
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Summary of discussion with my line manager

Having discussed the potential change with my line manager the main points considered around the HR implications of the change were in relation to time and resource. The HR team is increasingly busy with demands around policy review, furlough, and generally a high load of operational HR issues. To implement the change firstly a considerably amount of time will be needed to ensure the form and system are fit for purpose, and then time to support managers through the change, ensuring to monitor government guidelines and update the change to reflect. The only way to do this would be to assign a member of the HR team with the initial tasks, whilst another member of the team picks up some of their workload to get thing completed promptly. Unfortunately, this will have a knock-on effect on other works, but this is unavoidable.

There is also a worry due to the lack of previous collaboration with the Health and Safety team that the HR team has encountered, this may put a strain on the HR team with a lack of guidance in relation to staff welfare at work and covid-19, which should be made from the Health and Safety department (Kotter,2016).

Lastly there is a concern that certain managers will not embrace the change, but to combat this, extra work is needed to really ensure that the senior management team are on board and are driving the change from the top -down to ensure uptake (Mckinsey,2016).

Task 3 – Word count: 748

Change Plan & Communication Strategy	
Organisation information	
Tai Tarian Housing Association is one of the largest social landlords in Wales with responsibility for over 9,000 properties across the Neath Port Talbot County Borough. As of Dec 2020, currently employing 522 staff. The staff are a mixture of both office based and Trade/Tenant facing working within homes of its tenants throughout the local communities.	
Issue	
Not being able to monitor COVID-19 amongst staff at Tai Tarian efficiently. Due to the current worldwide pandemic of coronavirus As of Sep 2020 Tai Tarian saw its first reporting of Coronavirus symptoms amongst staff. This revealed that the current “1st day sickness form” was not fit for purpose, there was inconsistency in the advice managers were giving their staff and the current outdated HR/Payroll system was not able differentiate those absent and not able to work from home with Covid-19 issues and those who were able to work from home but still had covid-19 issues (needed to monitor both at request of the Senior Management team) and therefore employees pay effected as OSP /SSP was being used when not correct in some instances, as working from home. In this instance a Business case is not needed due to this being a relatively small change and time constraints of getting plan in motion due to rapid change and increasing number of employees with Covid-19 reported issues/absences.	
Plan	
To Monitor COVID-19 amongst staff at Tai Tarian by: • creating a COVID-19 checklist for line managers to provide consistency of advice given across the organisation and to report anything covid-19 related to the HR department. • recording COVID-19 absence/incidents on HR/Payroll System by creating new absence codes • Devising a report to be run from the HR/Payroll system • monitoring any changes in government guidelines in relation to COVID-19 and absence from work and change process as and when needed	
Resources	
• HR Advisor 1– to plan into diary time to effectively deliver requirements • HR Advisor 2– to cover HR inbox/Queries for HR Advisor 2 to finalise all details • HR Team to attend meetings to discuss potential changes and confirm and provide feedback when plans are sent out within 2 working days • HR Team to stay up to date with any changes government guidelines so that we can adapt the COVID-19 checklist as needed • HR Advisors to report any feedback from line managers to HR Team	

Risks		
Lack of uptake of change - The senior management team are a big influence in middle managers taken onboard change, buy-in from the Senior management team and the senior Operational managers will be key to ensure line managers embrace this change.		
Communication Plan for Stakeholders		
Stakeholder:	Information needed:	Communicated via:
HR team	All details of plan and updates of any changes / developments	Zoom/ Skype meetings held with HR team Information stored in specific folders for HR team access Emails
Line Managers	The covid-19 checklist is to be used to report covid-19 absence and any staff member that is affected, even though they are still able to work from home (i.e., Isolating).	All Managers email Uploaded to employee intranet site
Payroll	New codes in put into system – those that can work from home have no link to payroll and sickness allowance.	Zoom/ Skype meetings Emails
Senior Management team and board members	The Covid-19 form will be used to report any COVID-19 related absence or issues amongst employees so we can monitor and produce a report for SMT on a weekly basis. Data from the report produced will be used to establish any trends and identify lost working days etc.	Head of Organisational Development to explain change plan briefly and ask SMT reiterate the message to their direct reports
Senior Operational Managers	The covid-19 checklist is to be used to report covid-19 absence and any staff member that is affected, even though they are still able to work from home (i.e., Isolating), this has been requested by SMT / Board and needs to be communicated to line managers to encourage uptake of change,	Email Zoom/ Skype meetings
Employees	To communicate with line managers any Covid-19 issue to record – even if they are able to continue to work from home	Line managers to pass message on to teams.
Success Measures		
- Managers using the Covid-19 checklist to report absence /Incidents so that they can provide consistent advice and guidance to COVID-19 related absence /incidents across the organisation - Be able to analyse data and report trends and issues to the Senior Management Team efficiently on a weekly basis		

Summary of discussion with line manager

Having discussed the change plan / communication strategy with my line manager we concluded that the plan going forward clearly meets the objectives of this change.

The decision has been made that I will lead on this change going forward. Given the time sensitive nature of constraints with this change it is fitting that it is an urgent task and will be factored in before other work in the HR team.

We have agreed that the key to success of the change is gaining buy-in from the Senior management team and the senior Operational managers to embrace this change and lead from top-down, this will be a focus of the change, communicating via as many avenues as possible .

Reference

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