

Q1. (AC 1.1)

For Gearsplan to examine the two external factors that are likely to impact organisation, the People Team could use PESTLE, PESTLE analysis is a management framework and a diagnostic tool, the outcome of the analysis will help you to understand external factors to your organisation

One external factor that could impact Gearsplan would be technology, as it is stated in the case study the People Team use the HRIS system that manages employee time and attendance and all their information details. This system lacks any mobile capabilities.

As Gearsplan is wanting to introduce 40 mobile vans the employees will not have access to a computer during their shifts, the People team will need to take a look into getting technological mobile-native HR platforms. This will allow the People Team to be able to track the employees when they are out on their shifts, the employees will be able to request leave and independently update their own information details directly through their smartphones or tablets while being out on their shift.

Mobile technicians workers could end up feeling isolated from the company's culture, this could lead to high staff turnover, the People Team could implement a digital workplace communication tool like Microsoft teams, this will allow them to stay connected and receive peer support.

With upgrading Technology will be essential for the organisation, the risks that are going to follow will be higher upfront software licensing cost.

The second external factor is Economic, this would likely be impacted by inflation and the increase of cost of living. As customers could be facing less income they may become more aware and careful about what they are going to be spending their money on.

As Gearsplan have 35 retail stores and 120 garages nationwide this could impact them by customers may not buy their products or accessories that they may view as non essential, or due to less income may find cheaper alternatives from other places. However, some vehicle repairs and maintenance will still be necessary. This would put pressure on the organisation to keep the prices competitive while its own costs such as wages and other operating costs, increase.

Q2. (AC 1.2)

One goal is to expand the business by introducing 40 mobile vans to travel to customers homes or worklocations that will carry out vehicle maintenance and repairs.

The other goal is to enter a new market and to gain contracts maintaining and servicing fleet vehicles.

The way Gearsplan can effectively plan for this is by using the SWOT analysis that will examine both internal and external factors.

The Strengths would be understanding as a business what they are doing well in, they have 5,000 staff, 120 garages and 35 retail stores. Having this structure behind the business already will make the transition flow easy into the new market.

The Weaknesses for the business is the resources that will be required for the 40 mobile vans, the need to potentially recruit suitable technicians and re-train the existing employees and to possibly looking at new equipment.

The Opportunities could be what trends are currently out there that the business could take advantage of by offering customers mobile services which Gearspan are wanting to do, this would be very useful for customers who live a busy life and not always able to bring their cars into garages.

The Threats that will come will be the increasing cost of expense of new vehicles, as there are going to be 40 new vans these vans will need to have services regularly to keep them road safe, and if anything goes wrong with the vans it will add more cost to the budget, to get them fixed.

Planning is completely necessary for Gearspan as it will allow them to have a structure for their workforce so using the SWOT analysis will definitely help Gearspan identify any challenges and put in place appropriate actions to ensure organisational success. They will be able to identify how many new suitable technicians will be needed, and current employees' training levels to be able to understand what training would be required.

Q3 (AC 1.3)

Gearspan offers a range of vehicle and cycle spare parts and accessories, these products are used to maintain, repair and improve vehicles and bicycles. The products are likely to have a long lasting shelf life rather than being perishable, this means they can be stored and sold over a long period of time.

Customers are most likely going to need advice from the staff when choosing certain products like spare parts or accessories for their own vehicle or bicycle, Gearspan employees will need to have knowledge to be able to help them with what they would be asking regarding the spare parts or accessories.

Gearspan also offers a range of motoring services, unlike purchasing a product the customers are paying for a service to maintain or repair their vehicle putting their trust into Gearspan technicians, this means Gearspan's technicians will need to have the skills, training and equipment to be able to fulfil the jobs to a customer satisfactory.

Another one for Gearspan customers would be business to business customers which could require ongoing vehicle maintenance for a number of vehicles. This is an important one as this is one of Gearspan's goals, as it is wanting to enter a new market to secure contracts to maintain a fleet of vehicles.

Gearspan staff will need to be knowledgeable with the spare parts and accessories as they will need to give advice and guidance to customers when they are asking for help, they also

need to build trust with the customers and have good customer service skills and reliable products, as this will then create a customer loyalty base. This will encourage customers to use them again, same with the technicians they need to be up to date with training, be suitable for the job role regarding skills and also having customer service skills especially the technicians who are going to be remote, will also encourage longer-term relationships with business customers.

Q4 (AC 1.4)

Gearsan is currently using the HRIS system that manages employee information, time and attendance tracking and also used for reporting and analytics as the organisation has two new goals, the People Team will need to look at upgrading their systems.

Gearsan could look into using Microsoft Teams as this would allow the People Team to connect with all employees under one place, be able to open up channels to be used for different departments which are recruitment, feedback and conduct virtual face-to-face interviews. They will be able to put all training for employees to complete and box off. It also gives the People Team a much easier way to communicate with all employees.

Although, the risks from using this would be it relies on internet connection, as some staff work remotely and could be in some areas with no connection to the internet this system wouldn't work so well for the remote technicians. Another risk would be some employees might not be so confident using new technology systems and could require training on it.

Another Technology Gearsan could look into is employee self service portal, this gives the employees independence by putting their own personal information in, request leave and access their payslip and also complete tasks that have been sent out, this would allow the People Team to spend less time on administrative workload and focus more on other things for the business especially as there is going to 5,000 staff and more with the two new goals.

The risks from this technology could be the employees entering mistakes on their personal details, putting these errors in will cost time with the People Team as they would have to spend time on correcting the errors, again employees might not be so confident with using new systems and will require training.

Q5. (AC 2.1)

'Workplace culture is defined by being the heart of an organisation, it reflects traditions, purpose, beliefs and values that influence how its people behave. Culture is not just one-dimensional but is multifaceted and dynamic' meaning it can consist of different elements and change over time.

Starting with the case study, Gearsan already tries to make all employees feel part of the family, they take in employee views through the forum that meets four times a year, they also have rewards that are competitive. Gearsan aims to have an inclusive culture and want their employees to progress in their careers.

For Gearspace it is very important to foster an appropriate and effective workplace culture, as it has two goals they are wanting to achieve, the People Team need to include the employees on the changes the more included the employees are the more they would feel a part of the family. By having open communication, employee voice initiative and keeping company values and behaviours, this will ease the transition into the new goals as it will give the employees a sense of understanding of what is going to be expected of them, their new responsibilities, training and even career opportunities allowing for growth.

As long as Gearspace stays focused on having an effective workplace culture this will help them transition into change, support achievement of its goals, give their employee room for growth, having a sense of inclusion and belonging will turn into low employee turnover and will maintain consistent with their service standards.

Q6. (AC 2.2)

Gearspace functions as a whole system, if a problem arises in one department this can affect other areas and the overall business, for example, if the garage does not have enough trained technicians this would put a hold on vehicle repairs and will affect customer satisfaction which will then impact the reputation of Gearspace.

The People Team could use McKinsey 7-s framework to impact the business, to check that their strategy, structure, systems and people capabilities are aligning with its new goals, if the People team recruit suitable employees for the new 40 mobile vans, the People Team are understanding the people's capabilities and how they contribute their skills and knowledge to the organisation and ensuring they have the right training, the People Team and operational team need to make sure they are working together and communicate clearly to achieve this goal not being able to communicate clearly could mean some important information being missed.

The People Team has the important role of employing suitable employees for the new organisational goals for the 40 mobile vans, if the People Team are unable to employ suitable staff this would affect all of Gearspace as the 40 mobile vans are one of the goals for the organisation, unable to provide necessary suitable trained staff would put the goal on hold which would affect the timeframe they have put which is in the next 12 months, and cause disruption, and potentially increase the cost to their budget which is going to impact the business.

The actions of the People Team can impact the organisation by employee performance and customer satisfaction, if having positive recruitment, training and communication all managed effectively this will then help Gearspace introduce their two goals.

Q7. (AC 3.1)

For Gearspace to transition into their new two organisational goals, the importance of planning and how it is managed effectively is because they will need to know who it will impact and the resistance to change. Gearspace could use Kotter's eight-step model to plan as they could think of change as the elements that are going to create the foundation for success, they will be able to find the benefits from the changes.

Effective planning will allow them to identify what resources, equipment, staffing levels and training that could be required this will set a clear timescale and responsibilities for the staff, Executive teams and the People Team. Clear communication so nothing is missed, unable to plan or effectively manage change can lead to an increase of cost into the budget, disruption to the timeframe of the two organisational goals, and possibly leaving employees feeling pressure.

From Kotter's eight-step model, being able to sustain acceleration, is by having one change in the organisation you can then scale them across the rest of the organisation and get even more benefits from that change effort to then lead institute change so that nothing will slide back to the way that it was but actually becomes the new way of doing things. Successful change, it's the fabric of the organisation

With introducing the mobile vans, Gearsplan will need to plan for recruiting suitable remote technicians who have the skills and also have skills in customer service, the People Team can help by having open communication with the current staff letting them know about the changes, and potentially having current staff being upskilled and giving them the opportunity for career growth.

Q8 (AC 3.2)

The People Team activities support the organisational goals by having an impact on recruitment, training and career growth and also employee wellbeing. If the People Team activities are managed well this will increase the likelihood of successful change.

As the organisation has two goals, mainly introducing the mobile vans the People Team need to identify the staff levels that will be required and by recruiting they need to be suitable technicians with also good customer services skills, they could also give career growth opportunities to current staff to upskill them by receiving training.

The People Team key focus is the employee's wellbeing with the new changes, as some people generally don't like change, by having open communication, listening to their employee's voices and giving them support consistently, and also keeping the employees up to date regularly will manage the change effectively

Successful change comes from effective planning and involving the employees and by communicating with them, as if you're unable to take on board their suggestions and not having transparency or open communication it will fail to lead to successful change and will impact the Gearsplan business.

Q9 (AC 3.3)

With the two organisational goals, this can affect the employees positively and negatively. How employees respond to change can vary depending on many aspects of them as an individual. It can all relate to their upbringing, their view on life and their view on change. To some it may come as a shock, or a worry about loss of a job or income. Although, having planned and managed the change well will make the employees feel valued, included and a

sense of belonging, improve employee morale, engagement and skill development and then overall a job satisfaction.

With the goal of introducing mobile vans The People Team would need to get the recruitment right for the transition to happen smoothly. The employees can receive career growth opportunities as this alone creates new jobs, also giving the employee new skills through training that might be required and allowing them to expand their career capabilities.

Even so, there are positives but there are negatives that come from this. This could be the employee feeling pressure to learn how to use new equipment. This could lead to stress, they could also have workload concerns and uncertainty. And will eventually have a burn out as they are not ready for the change and instead have resistance towards it.

Reference List:

In-text citations

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