

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Contributing to the Management of Change

Word Count:

Personal Statements – **2528**

Collected Evidence – **3844 plus screenshots**

Student Name: Duncan Hook

Student Number: 1920325

CIPD Membership Number: 5665008X

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 read 'Duncan Hook', is written over a light grey rectangular background.

Date: 05/12/2021

Contents

	Page
Evidence Matrix	3
Learning Objective 1: Planning for the implementation of Change Process within PCC.	
Personal Statement	6
Learning Objective 2: Implementing the Change Plan	
Personal Statement	7
Learning Objective 3: Assessing the Impact of the Change Process	
Personal Statement	8
Collected Evidence	10
References	57
Bibliography	58

<u>DUNCAN HOOK</u> <u>EVIDENCE MATRIX</u>				CIPD Membership No: 5665008X		
Qualification: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1920325		
Unit code	Unit Title	Assessment Criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2,	Email thread with Chief HR Officer to request involvement in upcoming HR change	EV1		
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2,	Team meeting set up to discuss change planning for HR change	EV2		
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4	Email thread following meeting outlining requirements of change planning and following up with prompts to team leader	EV3		
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4,	List of prompting questions inspired by learning from CIPD sent to Team Leader as precursor to meeting	EV4		
5AMOC-I1A1008	Contributing to the Management of Change	1.1,	Invite to HR Manager Julia Allen to discuss any notable issues with the current HR Employee Services Team Structure	EV5		
5AMOC-I1A1008	Contributing to the Management of Change	1.1,	Invite to HR Manager Beverley Phillpot to discuss any notable issues with the current HR Employee Services Team Structure	EV6		
5AMOC-I1A1008	Contributing to the Management of Change	1.1,	Meeting Notes with Julia Allen, HR Manager	EV7		
5AMOC-I1A1008	Contributing to the Management of Change	1.1,	Meeting Notes with Beverley Phillpot, HR Manager	EV8		
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4, 1.5,	Invite to Employee Services Team Leader to meet to brainstorm rationale, stakeholder and communication plan	EV9		
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4, 1.5,	Email thread following meeting confirming deadlines and next steps – notes and stakeholder map attached	EV10		
5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4, 1.5,	Meeting agenda/notes as described above	EV11		

5AMOC-I1A1008	Contributing to the Management of Change	1.1, 1.2, 1.3, 1.4, 1.5,	Stakeholder map as described above	EV12		
5AMOC-I1A1008	Contributing to the Management of Change	1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 2.5,	Email thread with team leader finalising communication plan and devising powerpoint presentation for team	EV13		
5AMOC-I1A1008	Contributing to the Management of Change	1.2, 1.3, 1.4, 1.5	Finalised Communication Plan/Schedule	EV14		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.5	Powerpoint presentation for Employee Services Team	EV15		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.4,	Teams invite from Employee Services Team leader inviting team for briefing	EV16		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3,	Email thread following first briefing with the Employee Services Team	EV17		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3,	Meeting notes from first briefing with the Employee Services Team	EV18		
5AMOC-I1A1008	Contributing to the Management of Change	2.3, 2.4, 3.2	Email thread responding to criticism from Employee Services Assistant and suggestions affecting the change plan/creating allies	EV19		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.4, 2.5	Email following first briefing with the HR Managers/Advisers	EV20		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.4,	Meeting notes from first briefing with the HR Managers/Advisers	EV21		
5AMOC-I1A1008	Contributing to the Management of Change	1.4, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2	Email sending finalised change plan and some short term wins that can be communicated	EV22		
5AMOC-I1A1008	Contributing to the Management of Change	1.4, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1	Change Plan ver. 2	EV23		
5AMOC-I1A1008	Contributing to the Management of Change	2.1	Email from Employee Services Team Leader communicating the hub changes to wider HR team	EV24		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3, 2.4	Teams meeting invite sent to Employee Relations advisers to meet to discuss communicating to service managers	EV25		
5AMOC-I1A1008	Contributing to the Management of Change	2.1, 2.2, 2.3	Example email sent to service managers communicating the change	EV26		
5AMOC-I1A1008	Contributing to the Management of Change	3.1	Email thread sending questionnaire/survey to HR team for feedback	EV27		

5AMOC-I1A1008	Contributing to the Management of Change	3.1, 3.3	Survey for feedback about Hub structure	EV28		
5AMOC-I1A1008	Contributing to the Management of Change	3.1, 3.3	Request to service managers for feedback on HR service and the change in HR services	EV29		
5AMOC-I1A1008	Contributing to the Management of Change	3.1, 3.2, 3.3	Arranging meeting to discuss feedback received, continued evaluation of success and dealing with any problems arising.	EV30		
5AMOC-I1A1008	Contributing to the Management of Change	3.3	Communication of positive feedback to be shared with the Employee Services Team	EV31		
5AMOC-I1A1008	Contributing to the Management of Change	3.1, 3.2, 3.3, 3.4	Email thread sending notes from strategy meeting and requesting feedback for my work	EV32		
5AMOC-I1A1008	Contributing to the Management of Change	3.1, 3.2, 3.3,	Notes from strategy meeting addressing roadblocks, reviewing feedback and planning actions to assess over the next few months	EV33		

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:



Date:

05/12/2021

Learning Objective 1: Planning for the implementation of Change Process within PCC

The change project that I have been supporting is a small-scale change within the HR department, which would improve the support provided to a range of service areas. Specifically this change was for the administrative team of 'Employee Services Assistants' who up to this point had worked in a generic role supporting all service areas of the Authority. The proposed change was for the team of assistants to be divided into separate support hubs; dedicating themselves to a specific service. The initial need was discussed in team meetings and informally outside of meetings. I requested the opportunity to become involved (EV1) to model the project against the Kotter '8 steps' model **Invalid source specified.** (EV11) and create a change plan to ensure the project was a success. I arranged an initial meeting (EV2) with the head of HR, manager of HR systems and 'Employee Services Team Leader' in which we outlined the basic requirements for change planning, communication and agreed a loose timeline (EV3).

It was agreed in our initial meetings that the team leader and I would meet separately to look more in depth at the impact of the project to establish a rationale and identify the stakeholders affected by the change (EV9). Before this meeting I wanted to prompt thorough discussion with some questions based on principles of change (EV4), in particular the change readiness of the team (Wilkinson & Taylor, 2016, p. 33) which would help identify communication and training needs; and to think about how we would measure the success of the change (Association for Project Management, 2017, p. 33).

I determined that to both ensure the changes had impact and then to measure their success it would be important to know more about the current state of the Employee Services team and the support they were delivering (Stets, 2020). I met with HR managers (EV5, EV6, EV7, EV8) who regularly work with service managers and have a good view of how the assistants currently support these service areas. They offered first hand feedback of their own and second hand from their experience with service areas. This was helpful in cementing a rationale while also highlighting areas to improve and measure against. There was also useful conversation in the balance of organisational agility needed within this team. Too little structure had led to a lack of accountability whilst historical experience of regimented teams had led to assistants who were inflexible. It was clear that we would need to ensure that the team remained collaborative while also having clear ownership of tasks (Wells, et al., 2018)

When I met with the Employee Services team leader (EV10, EV11), we established that the sudden necessity for this change was due to the internal cultural change of adopting home working (Acas, 2021) leading to a disconnect with the wider HR team. We also recognised that there was a training requirement for new staff who had joined after the pandemic began which was proving difficult without a consistent working environment. During the meeting, we discussed the upcoming change in the context of Kotter's 8 steps (Rees & Hall, 2016, p. 114) which helped focus the conversation around what we needed to plan, which resources we would need and how we would measure success (EV11). It was also an opportunity to pre-empt any factors that could stall change and to plan for them in advance (George, 2021); particularly in how we won over the more tenured assistants who apparently had a propensity for being vocally negative. The notes I made from this discussion ultimately formed the change plan that we followed with her approval (EV23).

We also discussed the communication needs of everybody impacted by this change at all levels. This led to mapping out all stakeholders along with their needs (EV12). It became apparent that the Employee Services assistants required the most considered communication. Rumours of the change had already surfaced amongst this team and so it was important that we addressed those rumours

while giving the team enough autonomy to ask questions and make suggestions that could affect the change plan. I had explained that involving staff, and allowing them to have a hand in the change was important in establishing trust and by adopting open communication we could help avoid gossip amongst the team (Sanchez, 2018). I used the stakeholder map to form a communication plan, which fleshed out all of the communication needs while formulating a schedule for when each action needed to take place to ensure we remained on track with our deadline (EV13, EV14).

Learning Objective 2: Implementing the Change Plan

When it came to launching the communication plan, it was a priority to ensure that the Employee Service Team were all brought along with the change and invested in its success. Without their buy in, we were concerned that the assistants would be resistant to the change (Critchley & Matthews, 2020). Because news of a restructure had already been discussed informally, the assistants were already starting to gossip so I was keen to ensure that communication was as open as possible to ensure there were no false rumours spread on what we were aiming to do and the reasons behind it. The plan for communication to the assistants was spread over two briefings and an optional one on one session that was offered to the team. The first briefing was intended to explain our rationale and give a general overview of the change. I created a PowerPoint presentation (EV13, EV15) to help the Employee Services Team Leader to lead this meeting (EV16). My advice in this meeting was to promote conversation among the team and ensure they provided as many answers as we did (Sanchez, 2018). The hope was that their own brainstormed rationale would correlate with the one we were providing and enable them to understand how the change would benefit them. We also gave them an opportunity to ask questions and give suggestions that could improve upon what was presented. These techniques of education, engagement, enablement and empowerment (Geraghty, 2019) were all intended to establish trust by ensuring the team felt like they were involved in the change that will primarily affect them in the first instance (Sage, 2020).

The initial response from the team was largely quite negative when they were discussing the current state of the service they were providing (EV18). This was an understandable reaction due to concerns the team had over job security and their safety as many of the team had been working from home during the pandemic. While this could have been a disappointing reaction from the team, it was actually encouraging as there was clearly a lot of investment in the service and it meant that the solutions that were presented in the three-hub model had a much more personal impact. Through the concerns and queries raised, we were able to have a good conversation about how to solve these issues and found some good answers (George, 2021). These included adjustments to our communication plan for service areas and the developmental benefits of creating a stronger working relationship with the rest of the HR team. Feedback from the team in the moment was positive (EV17) when it came to the team leader talking through the changes as they felt like they had been consulted rather than just forced into a change (Hemerling, 2016).

As previously expected, the majority of resistance came from the more tenured members of the team. In the most notable instance, concern was raised by a team member regarding potential lack of flexibility in the team and loss of knowledge as a result of the change (EV19). The points this employee raised helped us to commit to a regular 6-month rotation of hub members the change plan (EV23). This amendment was received well by the team in their next meeting after they were made aware the idea had come from within the team (Marris, 2017). This employee was also more invested after a one to one meeting with the team leader even to the extent of offering to support

and mentor others which was ideal as they are very influential in the team so well well suited to form part of our 'guiding coalition' **Invalid source specified..**

When briefing the other HR teams on the change and their involvement (EV20, EV21), concerns were raised regarding training for the assistants working with service areas they had not been exposed to previously. This prompted us to adjust our plan to cater for this ensuring support from the adviser team and ensure learning and development were also aware of the need. Expectations from HR managers raised during these meetings were also used to help identify successes which would be used to measure the effectiveness of the change.

Following communication of the change from the employee services team leader (EV24) I met with the adviser team to discuss our strategy of communicating these changes with our respective service areas (EV25). My proposed strategy was two pronged with an initial email to service managers followed by consistent reminders during two-way conversation with service managers. There are hundreds of managers and employees who will be affected by this change but in a relatively minor way. Therefore, we are well aware that it will take many months of consistent communication for all service areas to have awareness of the hub model and consistently use the new email contacts. The plan by communicating with service managers initially as a top down approach is that this information will reach employees over time in a way that suits each service area's needs (Wilkinson & Taylor, 2016, p. 34).

Learning Objective 3: Assessing the Impact the Change Process

After the project launched, I wanted to start measuring how the change was working. We had already responded to feedback from team members (EV19) which had enabled us to address concerns they had, however, there was a need to ensure the project had both been successful in its aims and established sufficiently so that it would not fail. In my change plan, I outlined how we would assess the performance of the changes (EV22, EV23) measured against the outcomes we had been aiming for (Association for Project Management, 2017, p. 33). The desired outcomes were improved efficiency of the team, accuracy of work, improvements to communication with the wider HR service and improved morale for the employee services team. These outcomes would be difficult to measure as we were relying heavily on qualitative, anecdotal evidence to measure current and future performance with the exception of data pulled regarding email response times and the current backlog of work. With so much emphasis on opinion, we recognised that it was important to start gathering feedback as soon as possible.

I created a feedback template for the wider HR team, which went out at the end of November (EV27) with a plan to follow up with the same invitation and form three months later. The aim with this was to gauge feelings about the project relatively early on and then to compare three months in to track feedback themes and identify areas for focus (McCarthy, 2004). The prompts were deliberately open to allow for as wide a response as possible (EV28). This qualitative data will be especially important, as there are not many data sources to show team cohesion, improvements to morale or attitude of the team. The team leader sent the same template to the employee services assistants with the same aims. Given how recently the project had launched I did not want to send the same survey to service managers but rather sent them an open invitation for feedback on a few topics related to the admin service which we will also follow up in three months (EV29).

A week after requesting it, I had received a few pieces of feedback from all areas with a range of commentary on the attitude of the team, accuracy of work and the launch of the hub structure itself.

Some of this was negative feedback, which would be helpful in reviewing and amending the structure of the project while there was also some genuinely positive feedback about the employee services team. We had identified in the change plan that sharing success stories with the team would be a good short term win to help team engagement by making them feel like their efforts were recognised and the hubs working well (Association for Project Management, 2017, p. 39). I shared the comments with the team leader to share with the team which were well received (EV29).

In order to discuss the constructive feedback already gathered and to address any current issues, I arranged a meeting with the team leader and HR systems manager (EV30). One of my priorities for this meeting was to identify any potential roadblocks that by not catching them now could cause the project to fail and for us to return to the old ways of working (Critchley & Matthews, 2020). Some of these issues were people based and would require certain soft skills from the managers while others were logistical such as scheduling related and so potentially could be solved more easily (EV32, EV33). Restrictions related to the Covid-19 pandemic had caused some resistance as the team were still wary to come in and we recognised that this will be a long-term problem as case numbers fluctuate that will need attention until the hubs are well established. For all the issues raised we identified the potential impact of the issue, action required and designated somebody to take this action. I brought the negative feedback and we assessed whether there were concerns to be addressed. Some of the points such as team attitude or accuracy will be important to review next year to assess whether they have been rectified through the hub structure or have become bigger roadblocks for the project. Finally we agreed on an ongoing schedule for reviewing the change project with a plan to continually review for the first six months of the project including ongoing requests for feedback from stakeholders and using performance management to understand the impact on the employee services team (Balogun, et al., 2015, p. 39).

I have reflected on my work on this project using the 2018 profession map (CIPD, 2018) and feel that I have been consistently aligned with expectations. Using data has been a career focus of mine and it has been challenging to find qualitative data that supports this project. However, the technique of gathering opinion in the moment with stakeholders has been helpful in rationalising the change to the team. I am also confident that the plan of regularly gathering qualitative feedback will be beneficial to ensuring we identify potential issues going forward. Throughout the process, I have requested feedback from managers on my input to this change project (EV32) and the observations have been that I have brought a strong sense of strategy to the change. I am pleased that the planning put in place has paid off as I feel we were far less likely to miss any potential problems. This project is still in the early stages but I feel confident that if the leaders follow the ongoing review plan as we have agreed that it will be successful.

EV1

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 28 September 2021 11:24
To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Cc: Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>; Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: RE: Change Planning (HR Hubs)

Thanks Cathy, will do.

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall
Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Sent: 28 September 2021 11:19
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>; Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: RE: Change Planning (HR Hubs)

hi Duncan - yes its really Ian and Emma's project currently but it would be good to have some input from an adviser perspective as you work much closer with the managers. do you want to put in a quick meeting in for the 4 of us to discuss

Cathy

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 28 September 2021 09:48
To: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Subject: Change Planning (HR Hubs)

Hi Cathy,

Following our discussion in the team operations meeting today I was wondering if I could get involved with the restructure project for the Employee Services team.
For my CPD and Level 5 it would be great to be able to help in structuring the change plan and communication strategy as we've been covering this in the latest module.

I know the project has started but given the concerns raised today I think there would be value in looking at the plan so far and seeing where we go next.

Let me know your thoughts.

Thanks,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources

EV2

From [Hook, Duncan](#)

-----Original Appointment-----

From: Hook, Duncan

Sent: 30 September 2021 19:53

To: Ferris, Emma; Smith, Ian; Evans, Cathy

Subject: Employee Services Hubs - Change Planning

When: 06 October 2021 14:30-15:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi all,

Following on from our team meeting on Tuesday I'm arranging a follow up to specifically discuss the formulation of a change plan for the restructure of the Employee Services team.

I know Ian and Emma have already worked on the logistics of this project and so this will be an opportunity to review the plan, ensure the communication strategy is in place and work on solutions for any potential issues.

I look forward to our catch up.

Thanks,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall

EV3

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 07 October 2021 10:21

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Subject: RE: Employee Services Hubs

Hi Emma,

I've had a think and have written down some prompting questions (attached) which might help us when forming our rationale and highlight areas of concern within the team.

Sorry next week is a bit disrupted with me on a leave for a couple of days but I will arrange a date for us to meet for an hour.

Thanks have a great weekend,
Duncan

Duncan Hook
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Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 06 October 2021 16:27
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Employee Services Hubs

Thanks Duncan,

Speak to you next week. Is there anything you think I should be preparing in the mean time?

Kind Regards

Emma Ferris
Employee Services Team Leader
01437 776507

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Sent: 06 October 2021 16:23
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>
Subject: RE: Employee Services Hubs

thanks Duncan – keep me posted on how this is going and if you need any support from me – one other thought was involving the other hr managers to get their perspective on where we're falling short currently.

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 06 October 2021 15:51
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Cc: Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>; Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Subject: Employee Services Hubs

Hi all, thanks for the meeting today.

I wanted to quickly summarise what we discussed as reference for our next meeting which will be between Emma and myself next week (date/time tbc):

- Agreed the way forward is with Emma and myself to plan the change strategy and check in informally with Cathy and Ian
- We outlined what is needed before launching the change:
 - a full change plan,
 - outline of all stakeholders who need to be informed of the change
 - communication plan in order to inform our stakeholders
 - technology support
 - any training needs
 - measurable goals/means of assessment
- We agreed that we will aim to begin communication of the change at the beginning of November and to have changes in place (under monitoring) by the end of November

Emma I'll be in touch with an agenda for our longer meeting next week to start planning our strategy. Please let me know if you have any questions in the meantime.

Kind regards,
Duncan

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EV4

Employee Services - Change Planning: Prompts

- What is the need/rationale for this change?
- How will we inspire staff?
- Are the team change ready?
- Who should we speak to first?
- How can we make the team feel part of this change?
- Is this approach agile? - How do we adopt hubs while remaining agile?
- Do any policies need to change?
- Do any processes need to change?
- Will we need technology to change or IT to support?
- How will we assess the success of the change?
- What HR data do we need to assess this change?

EV5

When08 October 2021 11:00-11:30

FromHook, Duncan

-----Original Appointment-----

From: Hook, Duncan
Sent: 07 October 2021 16:54
To: Allen, Julia
Subject: Catch up re. Employee Services Change
When: 08 October 2021 11:00-11:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: Microsoft Teams Meeting

Hi Julia, I hope you're well.

As we discussed on Tuesday I have started working with Emma Ferris on forming a change plan for the restructure of Employee Services into Hubs. Cathy has suggested getting a wider perspective when forming our rationale for the team.

Can we catch up tomorrow to discuss your own experience working with the Employee Services team? We're due a catch up anyway but I'd be interested in understanding how the corporate managers feel about this service.

Hope to catch up soon,
Duncan

Duncan Hook
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Microsoft Teams meeting

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EV6

When	12 October 2021 14:00-14:30
From	Hook, Duncan

-----Original Appointment-----

From: Hook, Duncan

Sent: 08 October 2021 09:49

To: Phillpot, Beverley

Subject: Employee Services Restructure

When: 12 October 2021 14:00-14:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi Bev, I hope you're well.

As you may be aware, I have started working with Emma Ferris to help form a more complete change plan for the introduction of working hubs into the Employee Services team. Cathy has recommended gaining a wider understanding of what challenges you are facing when dealing with the team.

Would the above time suit you to talk through what is and isn't currently working with this service? I would be particularly interested in hearing your take on the Thornton perspective where I already get some feedback from Building Maintenance.

Thanks for your help,
Duncan

Duncan Hook
Employee Relations Adviser

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EV7

Meeting - Discussing the effectiveness of Employee Services under current structure

Julia Allen, HR Manager

09/10/2021

Proposed Topics

- *What is working with the current structure?*
 - *What isn't working with the current structure?*
 - *Feedback from managers in your area? (Finance, Contact Centre, Legal, Housing)*
 - *How would you measure success?*
-
- The current structure was put in place for agility – there used to be specific admins who would own certain functions (eg. Pre-employment) but this led to siloes – team weren't collaborative but they had good ownership of their function
 - Perhaps with the agile solution it's gone too far the other way
 - We need to think of their development when making any changes – it's good that they get a taste of everything now – need to find a middle ground
 - We have issues where assistants are signing off in emails with 'HR Admin' and not their name but as it's a different person handling the inbox each day there is no handover or ownership
 - There are mistakes but usually from the new assistants – I imagine it's been very difficult for them to learn during lockdown/work from home
 - Manager feedback:
 - Turnaround is slow
 - Get passed around the department when you make an enquiry
 - No clear contact details – people they should be contacting
 - Lack of knowledge
 - Rude response when you call them
 - Measuring success will be tricky (especially in the timeframe you've got) – I would advise getting to understand the teams (employee services) perspective at the beginning of the project so they can see the benefit when changes are put in place – they may be the best gauge
 - There will be pushback to these changes – from more tenured assistants who've seen how things used to be

EV8

Meeting - Discussing the effectiveness of Employee Services under current structure

Bev Phillpot, HR Manager

12/10/2021

Proposed Topics

- *What is working with the current structure?*
 - *What isn't working with the current structure?*
 - *Feedback from managers in your area? (Waste/Refuse, Catering, Crem)*
 - *How would you measure success?*
-
- Hard to say what's working – Emma seems to be pulling them into line but she's got an uphill battle as they're not a cohesive team currently
 - 4x new recruits (2021) have not got the knowledge or training required on a variety of topics - Homeworking has exacerbated the issue as can imagine they haven't been able to ask questions as easily.
 - They are passing admin tasks up to managers to complete – proof of employment a recent example which they should be able to do
 - There don't seem to be experts any more – you used to know who to go to with certain problems but that just isn't there
 - No accountability as they rotate around areas – it's too easy for them to drop their work at the end of the day and then move on
 - Agile working doesn't work with this team
 - I've seen various mistakes made which I'm spending time double checking when they should be accurate:
 - Incorrect terms and conditions on contracts
 - wrong salary
 - incorrect holiday allowance
 - bad advice given in emails
 - abrupt email responses with poor information
 - Not sure if the hubs will succeed as there is no appetite to fully integrate with the services – eg. I would like someone to work with me in Thornton so they could understand the demands on the hr service here but I've been told they won't
 - Accountability the main issue
 - Service Managers complaints are normally about the length of time it takes for anything to be completed – particularly Change of Employment or Change of Circs which seem to stack up and not be completed.
 - Managers say they don't know who to contact
 - Assessing the success of hubs:
 - Manager feedback
 - Quicker turnaround
 - Fewer mistakes to correct

EV9

When 15 October 2021 14:00-15:30
From [Hook, Duncan](#)

-----Original Appointment-----

From: Hook, Duncan

Sent: 12 October 2021 11:34

To: Ferris, Emma

Subject: Change Planning

When: 15 October 2021 14:00-15:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi Emma, hope you're well.

I hope Friday afternoon is ok for us to meet. I saw Sheila's message about Payroll cut off moving to 14th this month so hope that this will be ok.

During this meeting the aim will be to discuss the whole plan outline and set some key deadlines. I'd also like to brainstorm all the stakeholders and their needs so we can form a stakeholder map as a precursor to a communication plan.

Let me know if you have anything else you need.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

EV10

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Sent: 18 October 2021 09:58

To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Subject: RE: Meeting Notes/Stakeholder Map

Ok, makes sense

Thanks Duncan

Kind Regards

Emma Ferris

Employee Services Team Leader

01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 18 October 2021 09:55

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Subject: RE: Meeting Notes/Stakeholder Map

Hi Emma,

Ideally I would have liked to have everything ready at the same time although the short turnaround means we will have a comms plan ready first. The rationale is important so will be included in the comms plan.

I'd like to aim for the first week in November to have the wider change plan ready so we can begin communication outside the team. As we mentioned, the team will start to discuss what they've heard is happening so I think it would be important to see them first.

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
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SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 18 October 2021 09:48
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Meeting Notes/Stakeholder Map

Hi Duncan, all looks good.

You mentioned a change plan as well. Is this also for next Friday?

Thanks for all your help on this.

Kind Regards

Emma Ferris
Employee Services Team Leader
01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 15 October 2021 17:38
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: Meeting Notes/Stakeholder Map

Hi Emma, thanks for the meeting this afternoon.

I've written up the notes on what we discussed and tidied up the stakeholder map (both attached).

We decided that the deadline for finishing the communication plan is next Friday (22nd). I'll send a first draft over mid-week and then aim to complete by the Friday so you can organise a team meeting to start informing the assistants. I realise that I'm out of office on Wednesday (20th) afternoon so will aim to get this to you by the morning.

In the meantime, please let me know if you have any questions/concerns.

Kind regards,
Duncan

EV11

Meeting Agenda/Notes

Change Planning – Employee Services Hubs

15/10/2021

Discussion – 8 steps for change

1. Create a sense of urgency – why is a change needed
 - Mistakes being made – EF
 - New staff finding it hard to learn the whole council at once - EF
 - Feedback from HR managers – lack of ownership, loss of knowledge – DH
 - Hard for assistants to measure their own success - EF
 - Team finding it hard to connect while working from home – EF
 - Different service areas don't know where to go for information – DH
 - Employee services isn't cohesive with the rest of HR – no sense of belonging with the employee relations side – DH
2. Build a coalition of people/allies – who is going to help
 - Already started with us
 - Are there members of the team who would be influential – Tracy and Dil both tenured and respected so therefore would be important allies
 - How can they ensure the team are ready for change? – help identify any potential roadblocks
3. Create a vision of the change – what, why and how
 - Determined three hubs – Corporate, Social Services and Education
 - Separate email addresses
 - Teams structured around separate HR Managers/ER Advisers and the service area they work with
 - Mixing tenured staff with new to help develop skills
4. Communicate the vision – creating the change plan – deciding who is a priority
 - HR Managers would be important to win round – some trust has been lost so communicating clearly with them will be important
 - Worth recommunicating with all services for clarity around where they can go for support
 - Develop presentation to explain the why and what will change
5. Remove obstacles – deal with issues that arise, utilise technology/systems
 - Pre-empt any pushback from staff – some tenured members of the team
 - Changing the way the team approach work
 - Best to have all ducks in a row before launching
 - Involving HR systems team to help ensure systems support the change
6. Create short term wins – how will the team see the benefit
 - Pass on positive feedback to the team
 - Celebrate the launch
 - Celebrate new staff working on tasks they weren't exposed to under the old structure
7. Build on wins – reaching the long term goal, assessing impact
 - Set our timeline
 - Survey managers

- Survey the team to see if they feel like things have improved
8. Make changes part of our culture – ensure that this remains the way we work
- While we are still hybrid working create timetables for hubs to work together – HR managers, ER Advisers and ES Assistants in on the same day
 - Ensure that the systems we have put in place support the hubs and will work in the long term
 - Deal with anything that feels 'temporary'
 - Ensure that any obstacles are completely dealt with as they will resurface otherwise

Brainstorm Stakeholders and communication needs

- Employee Services Assistants – priority as it will affect them the most – allow them to suggest changes – meet more than once (presentation needed – short powerpoint)
- HR Managers – they will support the training – already semi-aware of the changes so will likely have suggestions (verbal presentation in meeting)
- Employee Relations Advisers – enable them to support training and used for comms to service managers (verbal presentation in meeting)
- HR Systems – ensure required access (email communication)
- Payroll team – change of contacts, different assistants for each area (email communication)
- IT – ensure email addresses and system changes are made (email communication)
- Service Managers/Headteachers – contact details for each hub – which hub they fit into (email and verbal communication from ER Advisers)
- Learning and Development – potential training opportunities in future (verbal communication in meeting)

Proposed timeline (Discuss)- agreed tentative dates

- Stakeholder Map **DONE**
- Communication Plan (how and when we will communicate) **w/b 18/11/2021**
- Change Plan **w/b 01/11/2021**
- Start Meetings Communicating changes **w/b 01/11/2021**
- Communicate to Service Areas **w/b 08/11/2021**
- Start to assess effectiveness of rollout **w/b 22/11/2021**
- Survey long term impact of change **w/b 13/12/2021**
- Review responses to surveys **w/b 17/01/2022**

EV12

Stakeholder Name	Level of Influence	Level of Interest	Stakeholder Grouping	Notes
Employee Services Team (Assistants)	High	High	Key Players	Change will impact their work the most. Need to be allowed time to digest the change and propose suitable amendments. Likely to meet more than once.

HR Managers/Senior Managers	High	High	Key Players	Change will impact the admin side of their work. They will also be called upon to manage the assistants in the respective service areas.
Employee Relations Advisers	Low	High	Keep Satisfied	Change will impact admin side of work. Will support HR managers with training – they will directly benefit from tasks being handed to assistant team
HR Systems Team	Low	High	Keep Informed	Will be required to support access to relevant HR systems not currently used by all assistants
Payroll Team	Low	High	Keep Informed	Need to know the relevant contacts for each service area
IT Support/Help desk	Low	Low	Minimal Effort	Support required for them to create new email inboxes/addresses
Services Managers/Headteachers	Low	High	Keep Informed	Need to know the relevant contacts for their service area
Learning and Development	Low	Low	Minimal Effort	Potential support needed with training and facilitating learning

EV13

From: Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>
Sent: 26 October 2021 12:03
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Thanks both of you for your work on this it looks great

Regards

Ian Smith

Employee Services Manager

Pembrokeshire County Council

Human Resources, County Hall, Freemans Way, Haverfordwest, Pembrokeshire, SA61 1TP

☎ 01437 775026 | ✉ ian.smith@pembrokeshire.gov.uk

🌱 Please consider the environment before printing this email

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 26 October 2021 11:39
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Thanks Duncan,

Yes agreed, but easier said than done! I'll make a note of that in the invite so they know what to expect.

Kind Regards

Emma Ferris

Employee Services Team Leader

01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 26 October 2021 11:26
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Hi Emma, here's the presentation we agreed on Friday with a few tweaks. Copying in Ian so he has the final version.

As we discussed, there needs to be opportunity for discussion and questions which there should be room for in this slideshow. It's difficult to get a response on a teams call but that's why we have the follow up meeting the week after. I also think we need to insist that everyone has their camera on, otherwise it's hard to tell how the team are responding.

Any questions, let me know.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

0701 111

Duncan.Hook@pembrokeshire.gov.uk

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 21 October 2021 08:31
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Thanks for making those changes Emma and glad to hear Cathy liked the plan.

I think we're good to go ahead with the communication plan if you wanted to invite the team to a meeting. I'll give you a call later today or tomorrow if you're free to discuss the presentation. I made a start but I'll walk you through it.

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
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Haverfordwest
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Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 20 October 2021 15:11
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Hi Duncan,

Cathy was happy with the plan with a couple of changes to the timeline. If you are ok to do you mind updating these on the overall change plan you've made?

Sorry I didn't answer your question – yes if you're happy to do the powerpoint that would be great. I'll hope to get invite sent to the team on Monday or Tuesday as we don't have long to be in time for the proposed timeline.

Kind Regards

Emma Ferris
Employee Services Team Leader
01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 19 October 2021 12:36
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Hi Emma,

I agree with the changes you've made, let me know what Cathy says tomorrow.

Let me know if you're ok with me making the Powerpoint (sorry I called it a keynote last time – it's an Apple habit!).

Kind regards,
Duncan

Duncan Hook
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Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 19 October 2021 12:12
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Communication Planning

Thanks so much Duncan, this looks great!!

I do have a couple of changes which I've made on the attached version (tracked) based on who will be doing what.

I agree that Cathy should take the meeting with the HR manager team but I would like you support in creating this communication. I have also put in an optional one to one session for the assistants in case they want to discuss the change with Ian and I.

I have a meeting with Cathy tomorrow so I'll update her on this plan and ask if she's ok with the planner.

Kind Regards

Emma Ferris
Employee Services Team Leader
01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 19 October 2021 11:43
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: Communication Planning

Hi Emma, I hope you're well.

Based on our meeting last week I've pulled together a first draft Communication Schedule for all of the identified stakeholders. Please have a look and let me know if you want to make any amendments to this plan including who's owning the creation and delivery of communication. I think that you and Ian really need to deliver the message but I've put myself down as support for most meetings in case I'm needed.

As we agreed that the priority was to see the assistants first I'm happy to make a start on building a short keynote for the rationale if you are.

I'm out of office tomorrow but feel free to give me a call if you need to discuss anything.

Thanks,
Duncan

Communication Plan/Schedule

Employee Services Hubs

Pembrokeshire County Council
Human Resources
October 2021

Date(s) – aimed for	Audience	Communication Topic	Communication Method	Communication Created by	Communication Delivered by	Goal
02/11/2021	Employee Services Team	Overview of change/rationale	Powerpoint Presentation via Microsoft Teams	Emma Ferris, Duncan Hook	Emma Ferris (Support from Ian Smith and Duncan Hook)	Start discussion, open the floor to suggestions, uncover potential roadblocks
04/11/2021	HR Managers, ER Advisers	Logistics of changes and how they address the current problems	Verbal communication – supported by content from Powerpoint	Emma Ferris, Duncan Hook	Cathy Evans (support from Emma Ferris, Duncan Hook and Ian Smith)	Keeping informed and preparing for change – uncover potential roadblocks
08/11/2021	Employee Services Team	Overview of logistics, open floor for concerns, feedback	Verbal communication (supported by Powerpoint)	Emma Ferris	Emma Ferris (support from Ian Smith)	Informing about who will be in each hub, which manager they will work with etc. Iron out any potential issues, discuss concerns and ideas brought forward from first meeting
08/11/2021	IT Systems Support	Technical support required in creating inboxes, email address	Email/Ticket request (cc. Neil Angell)	Emma Ferris	Emma Ferris	Create inbox for Social Services & Housing, Education and Corporate admin requests in time for service area comms

09/11/2021	HR Systems Team	Overview of changes and logistics	Verbal in video meeting	Emma Ferris	Emma Ferris, Ian Smith (support)	Make aware of the changes and discuss access to systems required for the team. Lynda training to organize.
09/11/2021	Payroll Team	Overview of changes and logistics	Verbal in video meeting	Emma Ferris	Emma Ferris, Ian Smith (support)	Make aware of the changes and the changes to payroll process/personnel.
09/11/2021	Learning and Development	Overview of changes and logistics	Verbal in video meeting	Duncan Hook, Emma Ferris	Duncan Hook	Make aware of the changes and discuss with the potential need for training or support. Any relevant POD training
09/11/2021	Employee Services Team, HR Managers, Employee Relations, Payroll	Overview of logistics (team members per hub)	Email (formal) – important we get right as email will be referenced	Emma Ferris	Emma Ferris	Inform all HR team of team structure, new contact details, changes to process
After 09/11/2021	Employee Services Team	One on one conversation about changes	Interview/Meeting	Emma Ferris/Ian Smith	Emma Ferris/Ian Smith	Further iron out any concerns, blocks, build trust and ensure team member is on side
15/11/2021	Service Managers	Informing about changes	Email (formal)	Duncan Hook, Emma Ferris	ER Advisers	Managers to be aware of the change, the benefits of the change and re-educating the functions of ES Team
15/11/2021 (ongoing)	Service Managers	Reinforcing new direction	One on one conversation	ER Advisers	ER Advisers	Address any concerns, ensure understanding and trickle down of information

Employee Services Restructure

Acknowledge team's awareness of the change – hope to address any concerns and answer questions as well as explain why this change is happening

Why do we need to change?

Discuss and expand on what the team might think isn't working currently – what could be improved?
Have they ever had feedback from service managers?
How are they feeling as a team currently? Do they feel connected as a team?
Do the new assistants feel they understand the council as a whole? – particularly given they are working from home

Why do we need to change?

- Hybrid working – less team interaction
- Structure of the HR service - disconnect from wider HR
- Complexity of the Council services – too broad for generic working
- Urgency to deliver services - slow response time
- Demands on the team - errors being made
- Team development – little opportunity for training or mentoring

Relate previous discussion the rationale here. Encourage discussion

3 Hub Model



Corporate



Social Services



Education

Explain which services fit into each hub – check for questions

Hub Structure



- Separate Email Inboxes
- All hub working together one day per week – Team meeting on cases, administration update
- HR Managers training on complexity of service
- Employee Services Assistants as points of contact for service areas

Allow for questions

**Questions?
Suggestions?**

Explain there will be a follow up session detailing logistics – dates, hubs etc

EV16

-----Original Appointment-----

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Sent: 26 October 2021 15:19

To: Smith, Ian; Hook, Duncan; York, Emma; Deakin, Ceri; Mathias, Lydia; Adams, Kate; Abbott, Sharon; Morgans-Hurley, Tracey; Phillips, Danielle; Regimbal, Melissa; Whitney, Dilys; Wade, Elizabeth

Subject: Team Meeting

When: 02 November 2021 14:00-15:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi everyone,

As you may have heard, we are planning a restructure to the way that we work as an Employee Services Team.

This is a minor change, nobody's role will be affected, but the way that we work with each other and the rest of the HR function will be evolving. I've organised this meeting for us to discuss the reasons for this restructure and what the changes will be. This will also be an open opportunity for you to ask questions or make any suggestions you feel should be considered.

I've scheduled this team meeting at a time that everyone should be able to make as it is mandatory. If for any reason you are unable to attend, don't worry I will catch up with you separately asap. I would like everyone to be camera on for this meeting so we can all interact fully.

Please drop us a line if you have any questions or concerns prior to this meeting taking place.

Emma and Ian

Kind Regards,

Emma Ferris

Employee Services Team Leader

01437 776507

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)

EV17

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 02 November 2021 16:34
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Hub Communication - Team Meeting

Hi Duncan,

I can't attend the HR manager meeting so notes would be great thanks...

I too was a bit worried during the rationale section when the team were becoming a bit negative but I think we won them back with the proposed changes so I think it worked in our favour. I think some of the more tenured assistants will want to speak about this afterwards or at the next session as I could tell they were not totally convinced.

Keep me updated with any news

Kind Regards

Emma Ferris

Employee Services Team Leader
01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 02 November 2021 16:17
To: Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>; Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Cc: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Subject: Hub Communication - Team Meeting

Hi all,

Please see the attached notes that I made during the meeting, I've added Cathy in for visibility.

I felt that the team were receptive to the rationale although they did seem to use this part of the meeting to vent their frustration. I also think there were some good responses from the team about the proposed changes and a few interesting questions to address before Ian and Emma meet with the team again.

Particular concern comes regarding team dynamic and whether the change supports or opposes what they already have built. I think this concern is a symptom of home working. Some members of the team are very keen to continue working from home, while others (especially the four new staff) are feeling the impact of being detached from the team.

Cathy - I'll make similar notes on Thursday when you meet with the HR managers to run through this communication.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser
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Pembrokeshire County Council
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Duncan.Hook@pembrokeshire.gov.uk

EV18

Meeting Notes: Employee Services Team Meeting

Communication of change

02/11/2021

Rationale – ideas from the team

- Tracey – accuracy of work, inconsistency
- Backlog of emails – Sharon, Ceri
- Hard to see how you make an impact – chipping away at emails but never seeing the end of it – Sharon
- Complaints from staff and managers – Sharon, Tracey
- Training opportunities – Tracey
- New systems are being used inconsistently - Tracey
- Hard when you have lots of questions to ask – Ceri, Lydia
- You never get to finish a task, frequently hand over – Kate
- Hard to see how we fit in, I know education a bit but no idea about social services – Emma Y
- Never met some of the HR team, the advisers and managers are just names to me with us all working from home – Ceri, Emma Y

Rationale – response to our rationale

- All agreed valid reasons for change
- Concern that this isn't a very motivating us listing our problems – Fiona
- Team felt that there is also a lot of uncertainty – rumour of redundancies and work location so this was affecting morale - Sharon

Introduction of 3 hub model

- Understand the approach – wonder how this will work with the range of services per hub – eg. There is no singular approach for all corporate roles – Fiona
- Worry that this is going to be confusing for service areas unless communicated – Dilys – **communication will be ongoing and approached in different ways, this will need to be consistently communicated to be effective and to last**
- No other questions/comments

Explanation of Hub structure

- Could this approach be divisive for the team? – Fiona – **This isn't the aim and we want to monitor this to ensure you still feel connected – the aim is you will feel more connected and part of the wider HR team**
- Where would we report into? Still Emma F but with guidance from HR Managers – this could become confusing and leave us without support - Lydia
- I like this idea, currently I don't feel like I know what goes on in each service area or within the HR team. Good to work with HR managers and advisers and learn what they do – Ceri

- Hr managers don't know the extent of what we do – Tracey – **this will be an opportunity to educate them on the pressure we are under and task we work on**
- **Also an opportunity for your development – learning more about absence/disciplinary process**
- Nice to have a day together as a hub– will we get time as a whole assistants team? – Kate. **logistics still tbd, would like for an all team day to happen regularly but not necessarily every week**

EV19

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 03 November 2021 16:23

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>; Smith, Ian <ian.smith@pembrokeshire.gov.uk>

Subject: RE: Proposed changes

Hi Emma,

Thanks for sharing this. The fact that she's highlighted the need to rotate teams is really valuable and I think this is something that should be a commitment in the change plan. I would advise communicating this when you next meet as it may be a concern others have.

I agree that Tracey and Dil should both support the process. They're both highly influential in the team so getting them on side is key to ensuring the team stay positive about the process. Where possible you want to keep all communication in the open and avoid gossip as this is where we started.

Thanks again,
Duncan

Duncan Hook

Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall
Haverfordwest
SA61 1TP

Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 03 November 2021 15:38
To: Smith, Ian Ian.Smith@pembrokeshire.gov.uk; Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Proposed changes

Hi both,

I received the below from Tracey this morning and so I had a call with her.

Her main issue was that when the hubs were run last time there was a breakdown of team communication. She felt that everyone did their own thing and didn't want to help each other.

We talked it through and I pointed out the same issues being in the team currently but with the added problem that nobody in the team felt like they had expert skills in any area. She agreed that she wouldn't be as knowledgeable on so much if she hadn't worked in this way before and so she could see the value in it. She also wanted to make sure that the rotation of teams definitely happened as this would help make sure people didn't get stuck in one task or one team.

I feel like I've reassured her and she shared that Dil had similar concerns so I will speak with her today too.

Trace was actually quite keen to get involved to support the process as I think she understands that we can't stop the hubs happening so I think she wants to make sure it works for the team.

If you agree, I'll organise with her to support on the rollout with the team, Trace is very good at training so I think she would be great within her hub with training up the newer staff.

What do you think?

Kind Regards

Emma Ferris
Employee Services Team Leader
01437 776507

From: Morgans-Hurley, Tracey <Tracey.Morgans-Hurley@pembrokeshire.gov.uk>
Sent: 03 November 2021 10:23
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: Proposed changes

Hello Emma,

I hope you are keeping well.

I didn't want to burst your bubble during the team meeting yesterday but I did have some concerns about these changes and the ramifications for the team. We worked this way in the past and it led to some problems. I thought we had learned from that and moved on to our current structure. I'm not sure if this is the best approach and worry this has come as a result of the pandemic.

If you or Ian have some time I would appreciate a chat if possible.

Thanks,
Trace

Tracey Morgans-Hurley

HR Assistant/Cynorthwydd A D

E-bost/E-Mail: tracey.morgans-hurley@pembrokeshire.gov.uk

Ffon/Tel: (01437) 775510

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Cyngor Sir Penfro, Neuadd y Sir, HWLFFORD, Sir Benfro, SA61 1TP



EV20

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 04 November 2021 10:43

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Subject: Meeting Notes - Hub logistics

Hi Emma,

I took some notes to show the main responses from the HR Managers and ER Advisers.

Overall positive with a few concerns raised. As Cathy said, some of the suggestions (such as working out of Thornton) may be slowed by current covid restrictions but I think you may want to consider the spread of team members particularly as both Jodie and Fiona are due to leave at the end of November.

I'm finalising the change plan that we agreed on. I'll send to you by tomorrow morning before we share with Cathy and Ian. I know we've already started the process but it is important to refer to.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

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Haverfordwest

SA61 1TP

Duncan.Hook@pembrokeshire.gov.uk

EV21

Meeting Notes: Discussion from HR Manager and ER Advisers Team Meeting

Communication of change logistics

04/11/2021

Summary of changes – 3 hubs, hub structure

- No need for additional hubs – lead to confusion with service managers
- Agreed that Employee Relations Advisers well suited to training on the different areas which will be helpful
- Some admin tasks currently completed by HR Managers and ER Advisers should be handed to assistants – the hub supports this clean handover
- Some confusion about who will line manage the team – explained that this will still sit with Ian and Emma but with input from HR managers. Performance reviews will seek feedback from HR managers on how assistants are developing
- Concern that there is some crossover with some HR Managers – eg. Julia works with both corporate and social services. Also some HR managers have different work bases so how would a team day work? – some things to iron out

Agreed rationale

- Agreement from HR Managers that they have been receiving a lot of complaints/feedback from service managers
- Have spotted mistakes in letters/contracts which have been caught – adding to our workload
- Still confusing to for service managers to know where to go for hr admin support – good that they will have point people to go to

Logistics of changes – who will be in each hub, how will structure work - discussion

- Breakdown of assistants support:
 - Corporate & Central Services – Emma Y, Tracey, Jodie
 - Education – Sharon, Ceri, Lydia, Kate, Fiona
 - Social Care & Housing – Danielle, Melissa
- Some concern that majority of new staff are supporting Education – explained that they have all been mostly supporting Education in their first few months so this will make sense
- Hope to rotate these hubs – potentially twice yearly depending on the perceived gains
- Bev has asked for the assistants supporting corporate to work out of Thornton with her one day a week – we know there will be pushback for this and currently this would be inadvisable due to current Covid guidance – will review at a later date

Goals from change

- Would like to see better communication from the assistants
- Unified HR – will want to hear from new staff and more tenured to see how they feel about the changes so far
- Processes like pre-employment/recruitment need to speed up so hoped that this will happen as assistants become more familiar with the service area they are working with
- Want to hear from service managers on whether the changes have been successful – clarity on where they get support

EV22

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 05 November 2021 15:10
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>
Cc: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Subject: Change Plan (ver. 2)

Hi Emma/Ian,

Please find the finalised change plan attached based on the planning we put in during October.
This is updated from the previous version although there are still certain unknowns (learning requirements, change champions who support over time) so this may not be the final version.

Ian - Emma and I also discussed a couple of short term wins that could help put a more positive spin on the change:

- Communicating positive feedback from service managers
- Highlighting learning made while working in hubs and reviewing CPD in performance reviews
- Celebrating when the inboxes are cleared

Have a think if you can come up with any others.

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall

EV23

Change Plan: Employee Services Hubs

Created by	Emma Ferris/Ian Smith/Duncan Hook
Version	2
Date	Ver 1 – 15/10/2021 Ver 2 - 05/11/2021

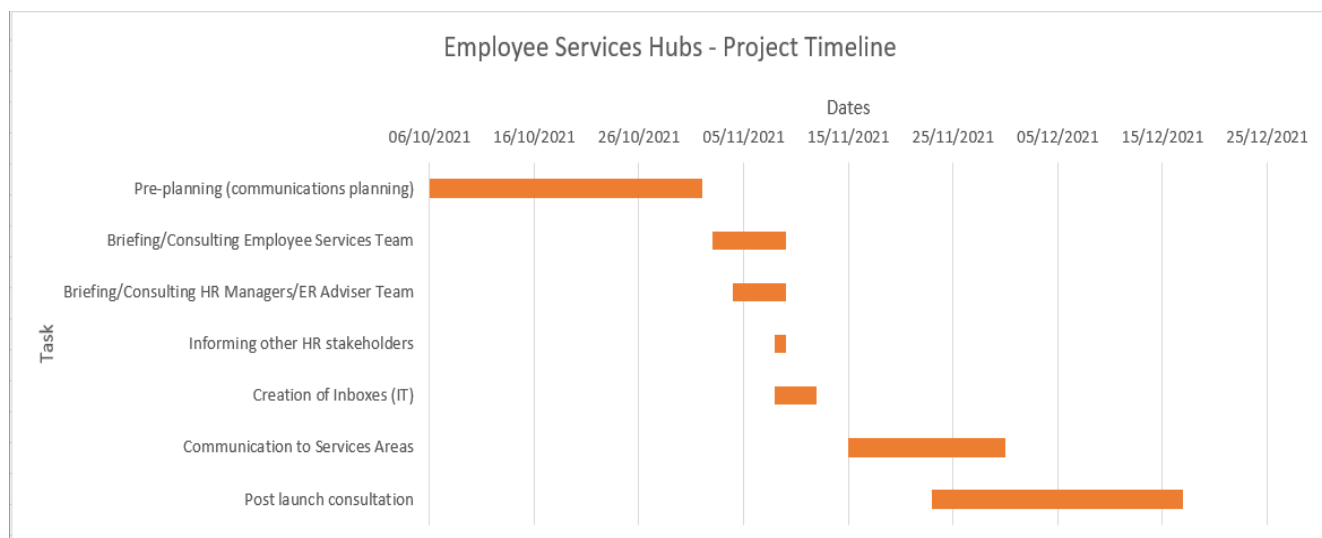
Vision and Objectives

To improve effectiveness of Employee Services Team by creating working hubs based around the separate Authority directorates. This is intended to:

- Provide faster response time to queries and tasks as demanded by service areas
- Improve accuracy of work with improved knowledge and fewer mistakes
- Improve communication between HR team and Employee Services – uniting to better support service areas
- Counteract the negative impact of remote working on team morale
- Better support assistants CPD to ensure they can learn the role and service areas they support

Activities to achieve objectives

- Briefing/Consultation with all stakeholders affected
- Technical support to create IT inboxes and ensure employee access to relevant data
- Post launch consultation to understand short term wins and see effectiveness of current hubs



Business case (evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks)

The rationale or risk of not acting are the wider impact on HR processes and the integrity of the HR service as a whole:

- Qualitative data:
 - Statements from Employee Services team:
 - Backlog of emails
 - Receiving complaints
 - Not able to answer questions so they remain unanswered
 - Hard to see how the team fit into the wider council
 - Need for training
 - Statements from HR managers:
 - No accountability in the team
 - Little opportunity for CPD
 - Mistakes being made
 - Slow response time to email
 - No clear contacts for service managers
 - Lost knowledge in the team
 - Abrupt/Dismissive response – no investment in offering support
- Quantitative data:
 - Average emails to 'HR Admin' inbox each day (September 2021) – 57
 - Response time to emails (September 2021) – 2.1 days
 - Current backlog on pre-employment – (12 October 2021) – 61 cases

Risks are associated with a less cooperative team and reduced agility:

- Hubs may not interact with each other creating siloes
- Assistants within a hub may not be flexible in supporting elsewhere when required due to reduced visibility of the business

People affected

- Employee Services Assistants – priority as it will affect them the most
- HR Managers – they will support and plan for their areas
- Employee Relations Advisers – enable them to support training and communication with service areas
- HR Systems – ensure required access
- Payroll team – change of contacts, different assistants for each area
- IT – ensure email addresses and system changes are made
- Service Managers/Headteachers – contact details for each hub – which hub they fit into
- Learning and Development – potential training opportunities in future

Scope of change

Change is focussed on one work group but will affect the way they interact and serve other work groups:

- Mainly the Employee Service Team with them joining pre-existing working relationships
- Some impact on other HR services in how they interact with ES team
- Change of Employee Services contacts for service areas/managers

Roles

Project Manager(s) – Emma Ferris (Support Ian Smith)

Change/Comms support – Duncan Hook

Additional Management Communication – Cathy Evans

Change Champions – Kerry Cox, Emma James

Potential Change Champions (tbd at time of writing) – Dil Whitney, Tracey Morgans-Hurley

Communication strategy



ES Hubs
Communications Plan.

Support to be offered

- Multiple sessions for feedback and questions. The option to meet one to one to discuss additional concerns – delivered by Project Manager
- Training on processes and service areas – delivered by ER Advisers
- Employee Assistants to be offered training support from L&D – Email Stress, Resilience
- Follow up assessment will focus on wellbeing

Resources required, including cost (equipment, time, people, materials, guidance)

Low cost with few resources required (mostly time and pre-existing systems):

- IT time in system support – IT estimate 2 hours max

- Existing L&D training resources
- Time for briefing meetings – based on communication plan:
 - Employee Services Team - 16-24 hours
 - HR Managers – 8 hours
 - ER Advisers – 6 hours
 - Remaining HR Services – 6 hours
- Time for email communications – based on comms plan 6-8 hours
- Follow up training learning about service areas – estimate 12-18 hours

Monitoring activities

- Quick qualitative survey to be distributed twice to monitor improvement – 23/11/2021 and 15/01/2022
- Collating of feedback from service areas to deliver to team as quick wins – continuous positive communication
- Encourage rotation of hubs after 6 months to prevent siloes

Success Measures

- Measurable faster response
- Positive feedback from service areas
- Positive response from Employee Services Team

EV24

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 10 November 2021 14:16

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Subject: RE: Launch of Employee Services Hubs

Thanks Emma,

I'll organise a meeting now with the other advisers to coordinate our communication over email and subsequently in person with managers.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Sent: 09 November 2021 17:33

To: Wade, Fiona <Fiona.wade@pembrokeshire.gov.uk>; Abbott, Sharon <sharon.abbott@pembrokeshire.gov.uk>;

Regimbal, Melissa <Melissa.Regimbal@pembrokeshire.gov.uk>; Deakin, Ceri <Ceri.Deakin@pembrokeshire.gov.uk>;

York, Emma <Emma.York@pembrokeshire.gov.uk>; Morgans-Hurley, Tracey <Tracey.Morgans-Hurley@pembrokeshire.gov.uk>; Aylward, Jodie <Jodie.Aylward@pembrokeshire.gov.uk>; Phillips, Danielle <Danielle.Phillips@pembrokeshire.gov.uk>; Adams, Kate <Kate.Adams@pembrokeshire.gov.uk>; Mathias, Lydia <Lydia.Mathias@pembrokeshire.gov.uk>

Cc: Richards, Helen <Helen.Richards@pembrokeshire.gov.uk>; Bowers, Luci <Luci.Bowers@pembrokeshire.gov.uk>; Phillpot, Beverly <Beverly.Phillpot@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>; Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>; Allen, Julia <Julia.Allen@pembrokeshire.gov.uk>; Pugh, Sarah (Nee Griffin) <sarah.pugh@pembrokeshire.gov.uk>; James, Emma <emma.james@pembrokeshire.gov.uk>; Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Cox, Kerry <Kerry.Cox@pembrokeshire.gov.uk>; Thompson, Melanie <melanie.thompson@pembrokeshire.gov.uk>; Drummond, Richard <Richard.Drummond@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>; Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Subject: Launch of Employee Services Hubs

Good afternoon,

Following discussions with Cathy and Ian, it has now been agreed that from next Monday (15th September) the Employee Services Assistants will begin to merge into their designated hubs and will start working in a more unified way with the Senior's & Managers of that area.

The 3 – HUB MODEL will be split as follows –

<u>Education</u>	<u>Corporate & Central Services</u>	<u>Social Care & Housing</u>
Sharon Abbott	Tracey Morgans-Hurley	Danielle Phillips
Ceri Deakin	Emma York	Melissa Regimbal
Lydia Mathias	Jodie Aylward	

Kate Adams
Fiona Wade

Please note - Not all processes have yet been fully ironed out so please bear with us whilst we continue to improve on our new way of working. I am confident that within our new hubs, we will be able to refine the small issues that each area is currently facing and that we can continue to adapt & improve on our current methods of work.

A few changes that I am currently working on to assist with our transition into hubs are as follows –

- Email inboxes / DM – We currently only have 2 separate inbox's & in-tray's (Education & Corporate) – I am looking to add a 3rd so that we can keep Corporate & Social Care separate to ensure a clear division between the two areas & eliminate potential confusion. An email will be sent to all managers advising them of which inbox to use and which assistants have been allocated to their area for future point of call.
- Contracts to be issued at recruitment stage – I am currently working with Matthew to ensure a smooth operation of this, but there are still some practices to work out in regards to internal transfers of employment as well as non REQ posts.
- Telephone presence – The assistants will be returning to CH on a rotary basis from Monday to provide a 9am-5pm telephone service. It has been noted that since working from home, it has become more difficult to contact the team so we will ensure that there is always enough staff in the office to answer any future incoming calls / enquiries.
- Training & weekly meetings – Now that we are returning to CH (on a reduced basis) I am eager to schedule in weekly meetings & training sessions for the assistants to develop on their current knowledge and assist you all in becoming more confident within your hubs. It would be of great benefit to all involved if we could also schedule in weekly catch up meetings for each area to include the assistants/senior's/managers/myself to ensure that we are continuously communicating & are able to share a weekly overview/update of the current workload.

I will forward some pre-written communication this week to the Seniors/Advisors to send out to your respective managers to inform them of these changes. It was agreed that Duncan will be in touch to discuss this with you all.

Lastly, please feel free to put forward any further recommendations of how we can enhance our processes within our hubs as I am more than willing to work alongside you all to ensure that the standard of our service continues to grow.

Kind Regards

Emma Ferris

Employee Services Team Leader
01437 776507



EV25

From [Hook, Duncan](#)

-----Original Appointment-----

From: Hook, Duncan

Sent: 10 November 2021 14:28

To: Cox, Kerry; Thompson, Melanie; Drummond, Richard; James, Emma; Robinson, Helen; |

Subject: Hubs Manager Comms

When: 12 November 2021 10:30-11:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi everyone, you'll have seen in Emma's email from yesterday that we will be responsible for communicating the hub restructure to the service/line managers we work with.

Emma is going to send the text Friday morning so we can meet in the afternoon to coordinate the communication if that's ok with you all.

In addition to sending and responding this by email, we should also meet with the managers in our service areas to reaffirm the changes and where they should be going for support. This is an opportunity to review their understanding of this service and where they differ from our roles which should be helpful for everyone in the long run.

See you Friday.

Thanks,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
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Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 15 November 2021 12:44

To: Buckle, Sharon <Sharon.Buckle@pembrokeshire.gov.uk>; Brick, Eleanor <Eleanor.brick@pembrokeshire.gov.uk>; Evans, Melany <Melany.Evans@pembrokeshire.gov.uk>; Goodridge, Helen <Helen.Goodridge@pembrokeshire.gov.uk>; Davies, Karen (Norman Industries) <Karen.Davies@pembrokeshire.gov.uk>; Mathias, Oliver <oliver.mathias@pembrokeshire.gov.uk>; Mezzetta, Tony <Tony.Mezzetta@pembrokeshire.gov.uk>; Noble, Kelly <Kelly.Noble@pembrokeshire.gov.uk>; Nunnery, Gillian <gillian.nunnery@pembrokeshire.gov.uk>; Panter, Karen <Karen.Panter@pembrokeshire.gov.uk>; Shinner, Sarah <sarah.shinner@pembrokeshire.gov.uk>; Williams, Heledd <Heledd.Williams@pembrokeshire.gov.uk>; Williams, Louise <louise.williams@pembrokeshire.gov.uk>; Walsh, Tracey <Tracey.Walsh@pembrokeshire.gov.uk>; Rees, Michelle (FIT) <Michelle.Rees@pembrokeshire.gov.uk>; Hernandez, Marco <Marco.Hernandez@pembrokeshire.gov.uk>; Reynolds, Martin <Martin.Reynolds@pembrokeshire.gov.uk>; Wilyman, Elliw <Elliw.Wilyman@pembrokeshire.gov.uk>; Marchant, Phil (Maintenance) <Phil.Marchant@pembrokeshire.gov.uk>; Murray, Russell <Russel.Murray@pembrokeshire.gov.uk>; Nicholas, Peter <Peter.Nicholas@pembrokeshire.gov.uk>; Brock, Nicholas <Nicholas.Brock@pembrokeshire.gov.uk>; James, Emily (Housing) <Emily.James@pembrokeshire.gov.uk>; Hitchings, Claire <Claire.Hitchings@pembrokeshire.gov.uk>; Evans, Sian <Sian.Evans@pembrokeshire.gov.uk>; Davies, Jean <Jean.Davies@pembrokeshire.gov.uk>; Bennett, Rhian <Rhian.Bennett@pembrokeshire.gov.uk>; Hancock, Rebecca <rebecca.hancock@pembrokeshire.gov.uk>; Clewes, Sally <Sally.Clewes@pembrokeshire.gov.uk>; James, Joy <Joy.James@pembrokeshire.gov.uk>

Subject: Please read: Updates to HR services

Importance: High

Good afternoon, please read the below email sent on behalf of Emma Ferris, Employee Services Team Leader.

We have recently had a staffing restructure within the HR Employee Services Assistant team and we are now working in a more integrated way within 3 unified Hubs – Education – Social Care & Housing – Corporate & Central Services

Your department falls within the Social Care & Housing Hub and your dedicated Employee Services Assistants within this team for future reference of point to call, Danielle Phillips & Melissa Regimbal.

The contact email address for all HR forms & enquires, including any instructions submitted on COEs/COCs/TOEs going forward is hrinstructions@pembrokeshire.gov.uk
(Please note – this email address has been renamed on the outlook address book as Social Care & Housing for sake of transparency between hubs)

For future reference, other contact emails which may be helpful to you:

hrabsent@pembrokeshire.gov.uk – submitting Medical Certificates and Return to work forms

pcc.payroll@pembrokeshire.gov.uk – submitting timesheets & any pay related queries to this address

recruit@pembrokeshire.gov.uk – For authorised recruitment advert requests to the recruitment team once signed off by HOS / HR Manager and Finance

hssystemsteam@pembrokeshire.gov.uk – For issues with Trent / ESS / MSS – Please note, it is the responsibility of a person's line manager to calculate any annual leave entitlements. I have attached the holiday calculator for your use.

Emma Ferris

Employee Services Team Leader

01437 776507



EV27

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 23 November 2021 10:13
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: HR Hubs - Feedback

Hi Duncan,

Thanks I'll use the same for assistant's. Glad you made it open as I think they will want an opportunity to say quite a bit.

Kind Regards

Emma Ferris

Employee Services Team Leader
01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 23 November 2021 09:46
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: HR Hubs - Feedback

Hi Emma, please see the comms and survey attached which went to the HR Managers and ER Advisers.

The questions are suitable for the Employee Services Team as well so I would use the same survey. For the service managers I will go ahead with what we agreed as just an open question email for the moment to ensure we maximise response.

We can then use the same survey in late February to gauge the situation in 3 months time.

I'll be sure to share any responses with you as I get them.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser
Human Resources
Pembrokeshire County Council
County Hall
Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 23 November 2021 09:37
To: Richards, Helen <Helen.Richards@pembrokeshire.gov.uk>; Bowers, Luci <Luci.Bowers@pembrokeshire.gov.uk>; Phillpot, Beverly <Beverly.Phillpot@pembrokeshire.gov.uk>; Robson, Hayley <Hayley.Robson@pembrokeshire.gov.uk>; Pugh-Davies, Joanne <Joanne.Pugh-Davies@pembrokeshire.gov.uk>; Allen, Julia <Julia.Allen@pembrokeshire.gov.uk>; Pugh, Sarah (Nee Griffin) <sarah.pugh@pembrokeshire.gov.uk>; James, Emma <emma.james@pembrokeshire.gov.uk>; Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>; Cox, Kerry <Kerry.Cox@pembrokeshire.gov.uk>; Thompson, Melanie <melanie.thompson@pembrokeshire.gov.uk>; Drummond, Richard

Richard.Drummond@pembrokeshire.gov.uk; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>; Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>

Subject: HR Hubs - Feedback

Hello all,

Although only introduced in the last two weeks, the Employee Services Hubs are already well established and the change has taken effect with teams already working together.

In order to measure the success of this change, we plan to gather feedback a couple of times over the next two quarters. We would appreciate your response when you have time, even if you don't have much to say at this stage. The survey is deliberately open ended in order for you to share any comments or suggestions that you feel are appropriate.

Thank you for your support.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser
Human Resources
Pembrokeshire County Council
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Duncan.Hook@pembrokeshire.gov.uk

HR Employee Services Feedback

How do you feel about the introduction of Employee Services Hubs?

Have you felt benefit of working in hubs at this stage?

Have you received any feedback regarding the service since the hubs were introduced?

Please use this space for any further comments or suggestions.

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 23 November 2021 13:10
To: To: Buckle, Sharon <Sharon.Buckle@pembrokeshire.gov.uk>; Brick, Eleanor <Eleanor.brick@pembrokeshire.gov.uk>; Evans, Melany <Melany.Evans@pembrokeshire.gov.uk>; Goodridge, Helen <Helen.Goodridge@pembrokeshire.gov.uk>; Davies, Karen (Norman Industries) <Karen.Davies@pembrokeshire.gov.uk>; Mathias, Oliver <oliver.mathias@pembrokeshire.gov.uk>; Mezzetta, Tony <Tony.Mezzetta@pembrokeshire.gov.uk>; Noble, Kelly <Kelly.Noble@pembrokeshire.gov.uk>; Nunnery, Gillian <gillian.nunnery@pembrokeshire.gov.uk>; Panter, Karen <Karen.Panter@pembrokeshire.gov.uk>; Shinner, Sarah <sarah.shinner@pembrokeshire.gov.uk>; Williams, Heledd <Heledd.Williams@pembrokeshire.gov.uk>; Williams, Louise <louise.williams@pembrokeshire.gov.uk>; Walsh, Tracey <Tracey.Walsh@pembrokeshire.gov.uk>; Rees, Michelle (FIT) <Michelle.Rees@pembrokeshire.gov.uk>; Hernandez, Marco <Marco.Hernandez@pembrokeshire.gov.uk>; Reynolds, Martin <Martin.Reynolds@pembrokeshire.gov.uk>; Wilyman, Elliw <Elliw.Wilyman@pembrokeshire.gov.uk>; Marchant, Phil (Maintenance) <Phil.Marchant@pembrokeshire.gov.uk>; Murray, Russell <Russel.Murray@pembrokeshire.gov.uk>; Nicholas, Peter <Peter.Nicholas@pembrokeshire.gov.uk>; Brock, Nicholas <Nicholas.Brock@pembrokeshire.gov.uk>; James, Emily (Housing) <Emily.James@pembrokeshire.gov.uk>; Hitchings, Claire <Claire.Hitchings@pembrokeshire.gov.uk>; Evans, Sian <Sian.Evans@pembrokeshire.gov.uk>; Davies, Jean <Jean.Davies@pembrokeshire.gov.uk>; Bennett, Rhian <Rhian.Bennett@pembrokeshire.gov.uk>; Hancock, Rebecca <rebecca.hancock@pembrokeshire.gov.uk>; Clewes, Sally <Sally.Clewes@pembrokeshire.gov.uk>; James, Joy <Joy.James@pembrokeshire.gov.uk>
Subject: Feedback Request: HR Employee Services

Hello all,

We hope you saw the communication last week regarding the changes to your HR service and introducing administrative support specifically dedicated to Social Care and Housing.

Following on from this we are hoping to gather some feedback on how you see the admin support you currently receive from HR. We would especially appreciate your perspective on:

- **The efficiency of the HR admin service**
- **Help you have received from the HR admin service**
- **Any benefit you have felt from the new HR Social Care and Housing support**
- **Any other feedback**

Feel free to distribute this request for feedback to managers and assistant managers in your teams who may also have feedback to share.

Please let me know if you have any questions.

Kind regards,
Duncan

Duncan Hook
Employee Relations Adviser
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County Hall
Haverfordwest
SA61 1TP
Duncan.Hook@pembrokeshire.gov.uk

EV30

From [Hook, Duncan](#)

-----Original Appointment-----

From: Hook, Duncan

Sent: 25 November 2021 19:45

To: Ferris, Emma; Smith, Ian

Subject: Hub Strategy Meeting

When: 01 December 2021 16:00-17:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi both,

I hope that next Wednesday is good for you both to meet to discuss the hub change so far and any responses that we receive from the request I made for feedback earlier this week.

It would be good to confirm how we will continue to evaluate the success of the change and iron out any kinks which may become issues in the long term.

Thanks,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

Duncan.Hook@pembrokeshire.gov.uk

EV31

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 29 November 2021 10:19

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>

Subject: RE: Hubs Feedback

Great, keep me in the loop.

I'm afraid I quickly threw it together in keynote and took a screenshot. I think it could be worth creating something a bit more permanent to communicate good feedback moving forward as it's good for morale when working in a customer service role.

Let me know if you need anything else.

Kind regards,
Duncan

Duncan Hook

Employee Relations Adviser

Human Resources

Pembrokeshire County Council

County Hall

Haverfordwest

SA61 1TP

Duncan.Hook@pembrokeshire.gov.uk

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 29 November 2021 09:57
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Hubs Feedback

Hi Duncan, this is so helpful.

I'll send this to the team. Where did you get this graphic?

Kind Regards

Emma Ferris

Employee Services Team Leader
01437 776507

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Sent: 29 November 2021 09:53
To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Subject: Hubs Feedback

Morning Emma, I hope you had a nice weekend!

I only sent the requests for feedback last Tuesday so don't expect too many responses but there have been a few from the extended HR team and Service areas. We agreed that it would be helpful to communicate these as short term wins for the team.



I'm always grateful for the support I get from HR. I think for staff queries it's nice to get a refresher on where we need to go

It's good to have point people who are specific to our service. I think this will be a big help in the future.

The last year has been so hard for all of us so it's nice to have a change which brings us together and opens up communication.

It's great to be able to work more closely with the Employee Services Team. We are already learning from each other and finding solutions much faster.

Melissa was very helpful the other day with finalising pre-employment which we needed urgently. It's good to know that we have her support in the future.

I've already seen more cross collaboration and conversation in the team which is lovely to see

There were some negative as well which I would rather discuss with you and Ian at the strategy meeting for Wednesday. I also haven't said where this feedback came from for now so we can discuss then.

I'll continue to send over feedback when I get it. Let me know if you have any questions.

Thanks,
Duncan

Duncan Hook
Employee Relations Adviser
Human Resources
Pembrokeshire County Council
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Duncan.Hook@pembrokeshire.gov.uk

EV32

From: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>
Sent: 02 December 2021 10:57
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Subject: RE: Hub strategy meeting notes

Hi Duncan, thanks so much for recording this meeting and your input in planning the next steps.

Adding onto what Cathy said, you added a lot of strategy to the project and reminded me of things that we wouldn't have done otherwise. I know we talked about the plan and whether it was all necessary but it's been so handy to have a guide we can look back on if issues come up because most of the time we'd already planned for it.

I believe in the change and I think the assistant's do on the whole so thanks for your ongoing support for the restructure and feedback.

Kind Regards

Emma Ferris
Employee Services Team Leader
01437 776507

From: Evans, Cathy <Cathy.Evans@pembrokeshire.gov.uk>
Sent: 02 December 2021 10:43
To: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>
Cc: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>
Subject: RE: Hub strategy meeting notes

thanks Duncan

Looks like a productive meeting – glad to see the action plan in there to smooth out any issues.

Feedback from me is that you took this project by the horns and brought a great strategic eye to the plan. I agree with you – with a good plan the project shouldn't fail

Also a big thank you for the work you've put into this – I know it helps with your studies but if the change takes hold it will benefit you in your day job as well.

Catherine Evans
Chief HR Officer

From: Hook, Duncan <Duncan.Hook@pembrokeshire.gov.uk>

Sent: 02 December 2021 09:02

To: Ferris, Emma <emma.ferris@pembrokeshire.gov.uk>; Evans, Cathy
<Cathy.Evans@pembrokeshire.gov.uk>; Smith, Ian <Ian.Smith@pembrokeshire.gov.uk>

Subject: Hub strategy meeting notes

Good morning all,

Please find notes from yesterday's meeting to strategise the continued review of the employee services hubs.

This includes:

- A review of potential roadblocks with proposed action to be taken
- A review of negative/constructive feedback received so far
- An ongoing plan to review the success of the change

I'm pleased that we were able to decide on some actions going forward and future meetings. I will need to step back from this project now but will commit to the meetings we've agreed upon. It's been great to get

to work with Emma and Ian on this change and I believe it will be a success if we all put the work in to resolve any issues.

If you have any feedback for me it would be welcome and appreciated for me to build upon.

Thanks,
Duncan

Duncan Hook
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Meeting Notes: 01/12/2021Employee Services Hubs - Post Launch StrategyIan Smith, Emma Ferris, Duncan HookCurrent State/Potential roadblocks

- Issues identified by all parties or raised by the team
- Keep discussing them and working on action plan as we go through the next few months
- Problems like this could stop the hubs being successful and lead to us returning to old way of work

Issue	Impact	Potential Action	Action Taken by
Not all hubs able to meet on same day due to availability/personal commitments	Lack of cohesion amongst hub – not working together or leaving team member out of discussion	Review of scheduled hub days	Emma
Covid restrictions due to rise in cases – enforced message (sent from Cathy) to only work in the office if essential	Lack of cohesion – hubs failure to launch	Suggest meeting on Teams once per week for 30 mins	Cathy/Duncan
Geographical location of hub members – eg. Bev working out of Thornton, Hayley in Cyprus	Lack of communication – assistants not fully understanding the aspect of the service they aren't able to meet with	Suggest/discuss rotating location of hub days – eg: • meet in Thornton once per month? • Have hub members rotate working in Thornton once per month	Cathy/Duncan
Gossip amongst team that the hubs aren't working	Self fulfilling prophesy – people losing faith in the change	Discuss with team in team meeting to discuss any concerns they have	Emma/Ian

		Speak to individuals to understand why they don't feel the change is working	Emma
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Feedback points and Response

- Will keep sharing positive feedback with the Employee Services team to reinforce the change
- Will review negative feedback ongoing and seek solutions
- Not much constructive feedback overall at this stage – still early in the process

Feedback	Response
While it is great to work with the assistants more closely I would have liked to see a broader mix of tenure in the hub team. Some new staff and some more experienced to help balance new ideas with knowledge	Helpful feedback and good that new ideas are recognised as valuable. Will review make up of teams over the next few months but keen to not reshuffle the hubs until they've had a chance to settle
Pre-employment checks are slow. I've actually lost two successful candidates due to how long it took for pre-employment to be completed	The team are working through a backlog but the hubs have allowed them to prioritise within their areas and get a better understanding of which to work on first – this situation will improve
I find that quite often a response takes a few days and you can see in the email that your question has been passed around different people	The hubs directly address this by having specific staff who will support each service – again over time this will improve
Some of the team are very helpful but I have had feedback from my staff who have found them dismissive and like they want to avoid helping.	This is inexcusable but again helped by hubs/having set people to contact – would encourage staff to contact Emma/Ian directly if staff are being rude

Ongoing Review Plan

- Agreed to continue review/assessment of service offered under Hubs over the next quarter and to review again half a year after the change launched
- We can review this plan as we go – these are essential points we need to follow up on

Approx Date	Function	Activity	Participants	Goal
Ongoing	Sharing positive feedback from survey and manager conversation	Email comms	Duncan/Emma	- Enforce the success of change - Communicating small wins - Encourage dialogue about benefits to change
Ongoing	Performance management with team	Meetings/Coaching Sessions	Ian/Emma	- Understand need for follow up training - Identifying and ironing out problems which could impact the permanence of the change
01/03/2021	Follow up questionnaire/survey assessing the impact of changes	Survey	Duncan	- To compare feedback from early survey - Understand the impact of the change on HR teams and the services we support
15/01/2021	Review of feedback and potential road blocks	Meeting	Ian, Duncan, Emma	Discuss and respond to feedback
01/06/2022	Half year review of the hub structure	Meeting	Ian, Emma, Cathy?	- To plan rotation of assistants into different hubs - To ensure development of staff continues - Taking into account team and service feedback

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