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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.

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Date: 4th November 2019

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Implementing Change

Colegsirgar

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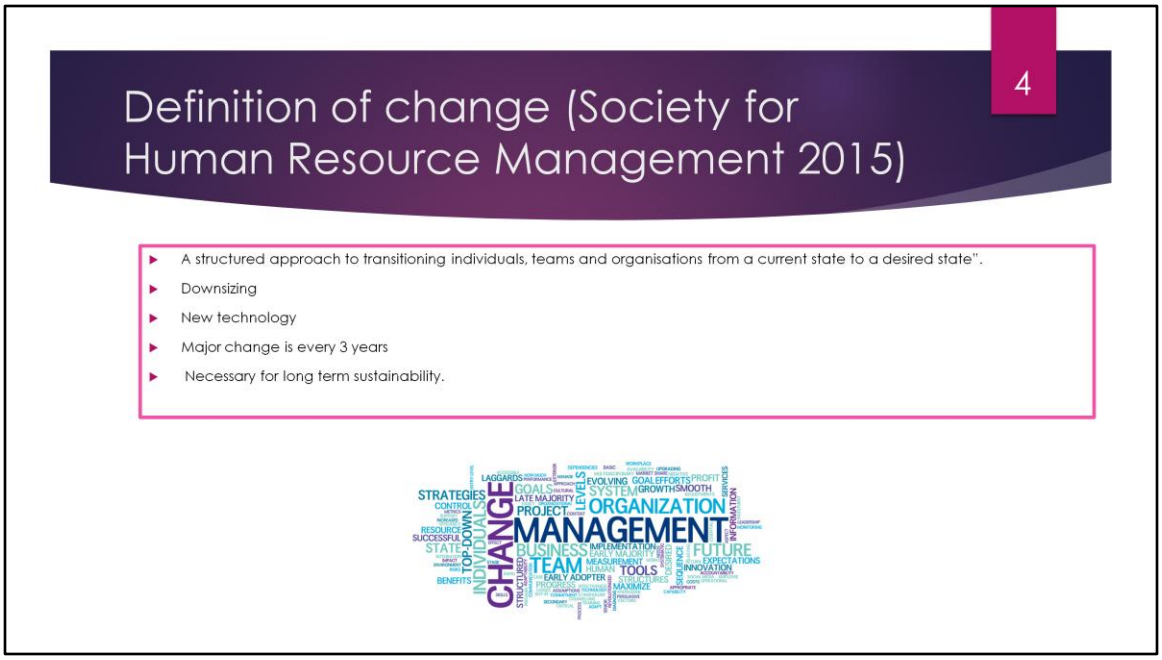
This PowerPoint will cover the following areas; a definition of change, internal and external drivers of change, factors that enable and hinder change, two change theories/models and how positive work relationships support change. It will look at the different communication needs and the types of support requirement by different stakeholder groups, factors to consider when planning for change and best practice for implementing change. It will also look at two techniques for monitoring change processes and assessing the impact of change.



According to Society for Human Resource Management (2015) change management can be defined as "a structured approach to transitioning individuals, teams and organisations from a current state to a desired state". It can be applied to situations such as, downsizing or adding new technology to the organisation. Organisations go through major change every three years. Change is necessary for long term sustainability and it is vital it is managed well. Managers role within change management is crucial (Acas, 2019).

In order for organisations to survive/be sustainable going forward they have to react to external factors (PESTLE). Some external drivers for change in any organisation can consist of the following (CIPD, 2018):

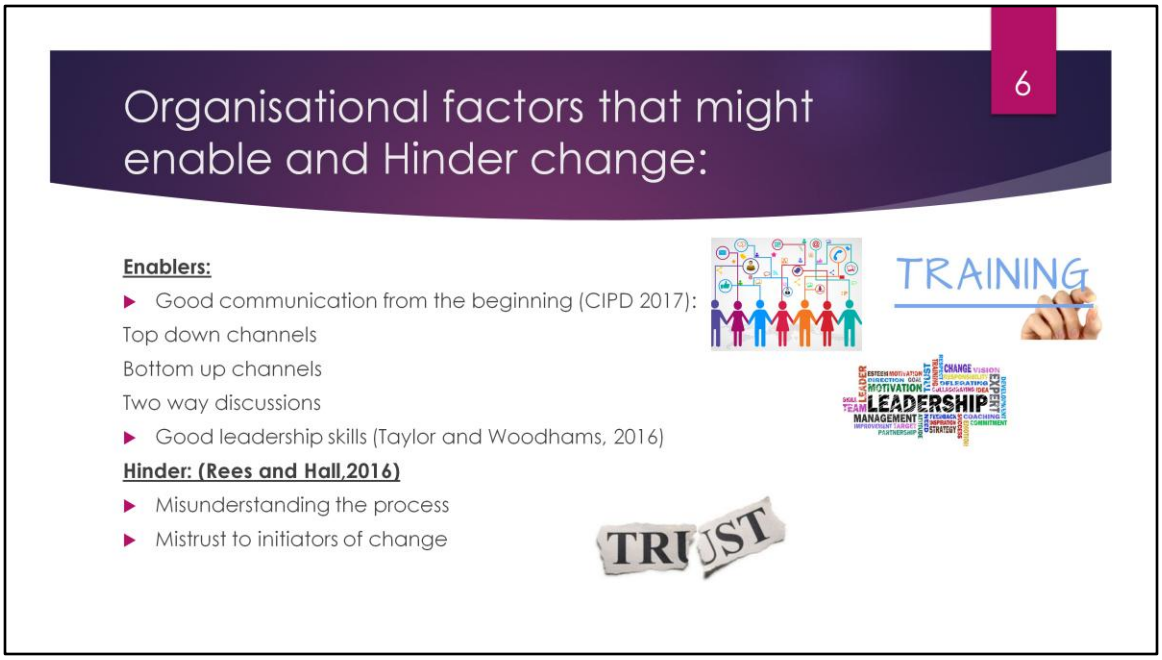
Technological – Research, technology and innovation funding, consumer behaviour and processes, intellectual property, global communication technological advances and social networks are drivers for change (Rees & Hall, 2016). For instance, Neath Port Talbot college have recently become the first to use robots to replace admin staff to process DBS checks and update employee information (Bradfield, 2019). This may be a way forward for CSG to be competitive, as it takes less time than someone processing them individually. It is also a cheaper alternative in the long term especially with the current financial situation of the college.

Social- Demographics and social mobility, lifestyle patters and changes, people's attitudes and actions, media perception and influence are all drivers for change (Rees & Hall, 2016). With an aging population according to Office for National Statistics (2019), staff require more training around technology as booking annual leave and accessing pay slips are now done online. Other social changes that are occurring are the decrease in the number of students going to college (Weale, 2018). This is the reason for the number of redundancies that have occurred recently in all colleges in Wales (Williams, 2019). This may impact on the financial future of the college as employees may feel uncertain about their future. It may lead to potential redundancies if the numbers continues to decrease.

Internal drivers of change can also play a major role in initiating change. Most recently in the college we have experienced the following:

Financial Situation of the college– Recently the college have gone through a 1.8 million redundancy. Cutting costs by going through redundancy is a major change for any organisation. It brings a sense of uncertainty and low morale. As experienced, when going through a major change like this the organisation needs to handle the redundancy situation as sensitively as possible to help mitigate the negative impact (Williams, 2019).

Change of location/merging with another college –Merging with Coleg Ceredigion is also another change that the organisation has gone through over the last two years. The additional two campuses mean that employees are expected to travel around all seven campuses. It also meant that processes had to be aligned for instance pay scales. This was and still is a major change for employees especially those who have been in the college for a long time, as they are now expected to travel further, something they have never been used to.



Organisational factors that might enable change are:

Good communication from the beginning. CIPD (2017), states the different ways to communicate with employees:

Top-down channels – (senior managers talking to employees, intranet, via line managers in team meetings).

Bottom-up channels – (employee participation and idea generation).

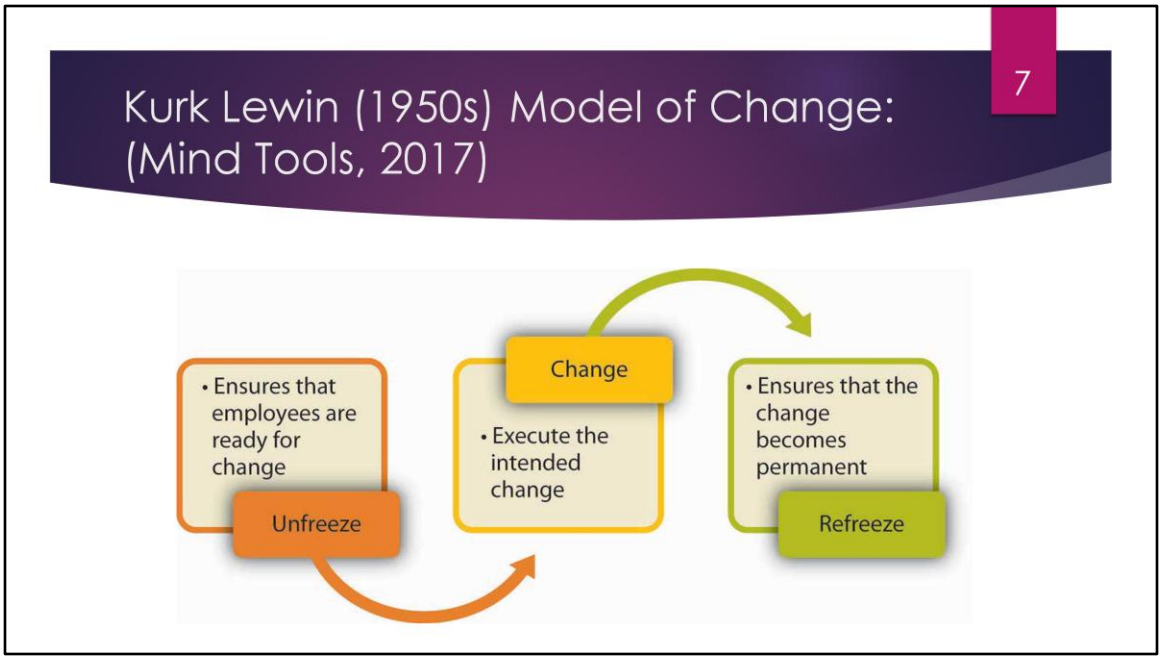
Two way discussion – (one to one meetings with employees so that employees can ask questions and get them answered). Employees who are involved in the change, and contribute to it, are more likely to accept the change.

Good leadership skills of managers such as honesty, integrity and good communicator enable change (Taylor and Woodhams, 2016 p.35).

According to Rees and Hall (2016), organisational factors that might hinder change are:

Misunderstanding the process. Individuals usually resist change when they do not understand the real purpose of the proposed changes. When employees don't understand the process, they usually assume something bad. This will cause resistance to change.

Mistrust to initiators of change. When employees don't have trust in the initiators of the process, the process will not be accepted and this will cause resistance to change.



According to Mind Tools (2017), Kurk Lewin is the founder of the three stage theory of change:

Unfreezing Stage:

This is about getting ready to change. It involves getting to a point of understanding that change is necessary and getting ready to move away from the current comfort zone. This stage is where the organisation should prepare before the change.

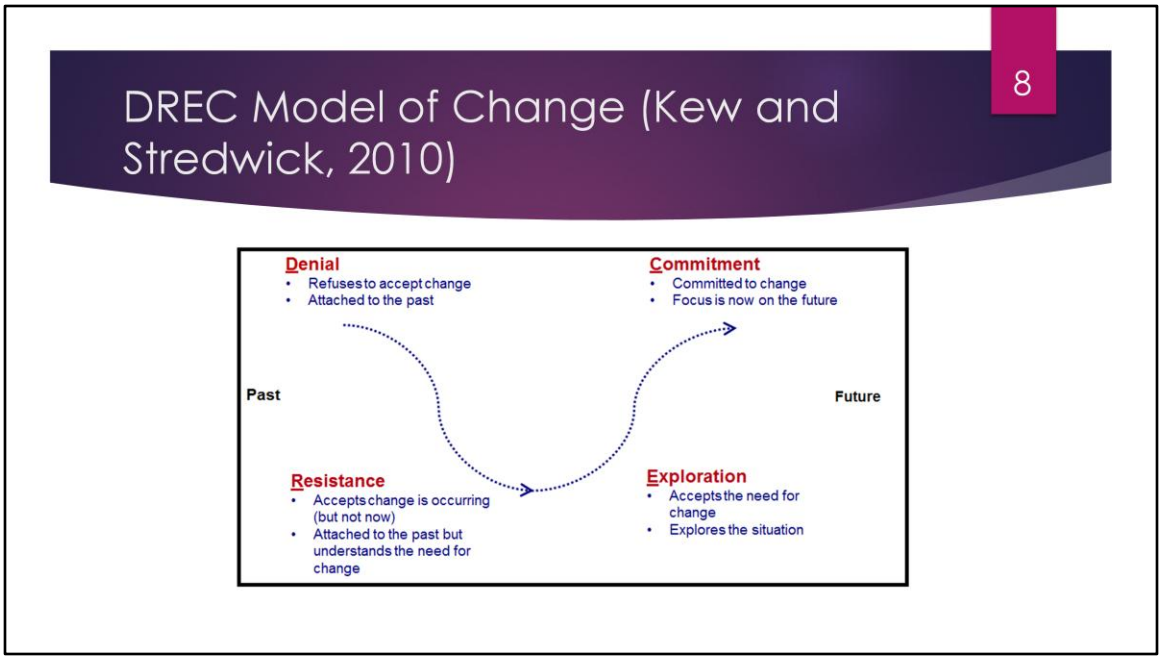
Change:

Change is a transition. Transition is the inner movement/journey that an organisation make in reaction to a change. This stage occurs as the organisation make the changes that are needed, people are unfrozen and moving towards a new way of being.

Freezing (refreezing)

This stage is about finding stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable.

It's important that the change is accepted and maintained in into the future. Without this, people will go back to how it was before.



The DREC model demonstrates how individuals cope with change (Kew and Stredwick, 2010, p. 81-2).

At the ***denial*** stage, an employee is in shock and refuses to accept change. They can become unmotivated and unproductive. Managers need to help employees to understand why the change is good. Letting employees participate in the change from the beginning/ keeping them informed will make them feel valued/secure.

At the ***resistance*** stage employees realise that there is no way to avoid the change. Employees experience anger and fear which can impact on morale and productivity. Managers need to listen to employees concerns, and encourage them to pass through this stage.

At the ***exploration*** stage, employees start to understand their role in the change process by exploring the idea. They might not accept the change at this stage. Managers need to provide them with knowledge and training that will make them feel comfortable and secure.

The ***commitment*** stage is short-lived. Employees have an acceptance for change and productivity/emotion has been restored. It's important for managers to acknowledge and reward employees for contributing to the change to keep them motivated and committed.

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Positive Work relationships

Support Change: (Rees and Hall, 2016)

- Negotiations and social interactions
- High levels of trust
- Reduction in conflict
- Acceptance of change
- Increase in wellbeing

Maintained: (Engage for Success, 2019)

- Providing clear rationale for change
- Recognising the impact on individuals and teams
- Anticipating and acknowledging reactions
- Regular and honest consultation and communication
- Networking and establishing change champions
- Providing or signposting relevant support
- Resolving differences positively
- Actively monitoring relationships and taking steps to maintain them

According to Rees & Hall (2016) change is achieved through negotiations and social interactions with employees. High levels of trust between the manager and employee will allow for change can thrive. Positive work relationships can result in a reduction in conflict, acceptance of change and also an increase in employee wellbeing.

According to Engage for Success (2019) the following are techniques for maintaining positive relationships:

•Providing clear rationale for change
•Recognising the impact on individuals and teams
•Anticipating and acknowledging reactions
•Regular and honest consultation and communication
•Networking and establishing change champions
•Providing or signposting relevant support
•Resolving differences positively
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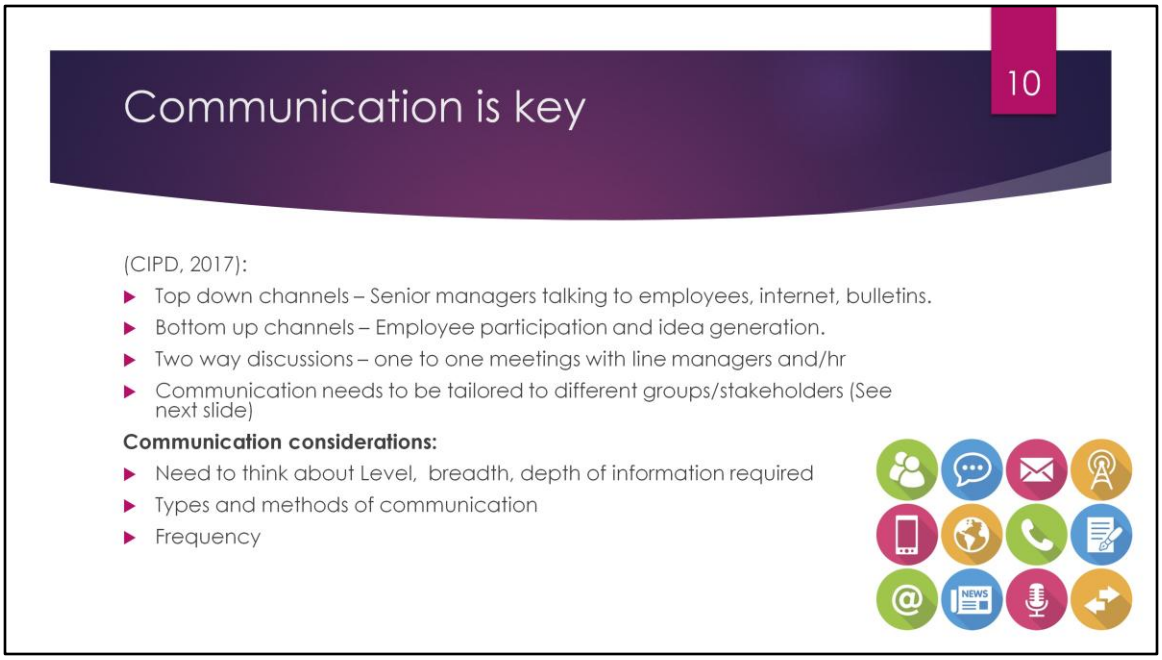
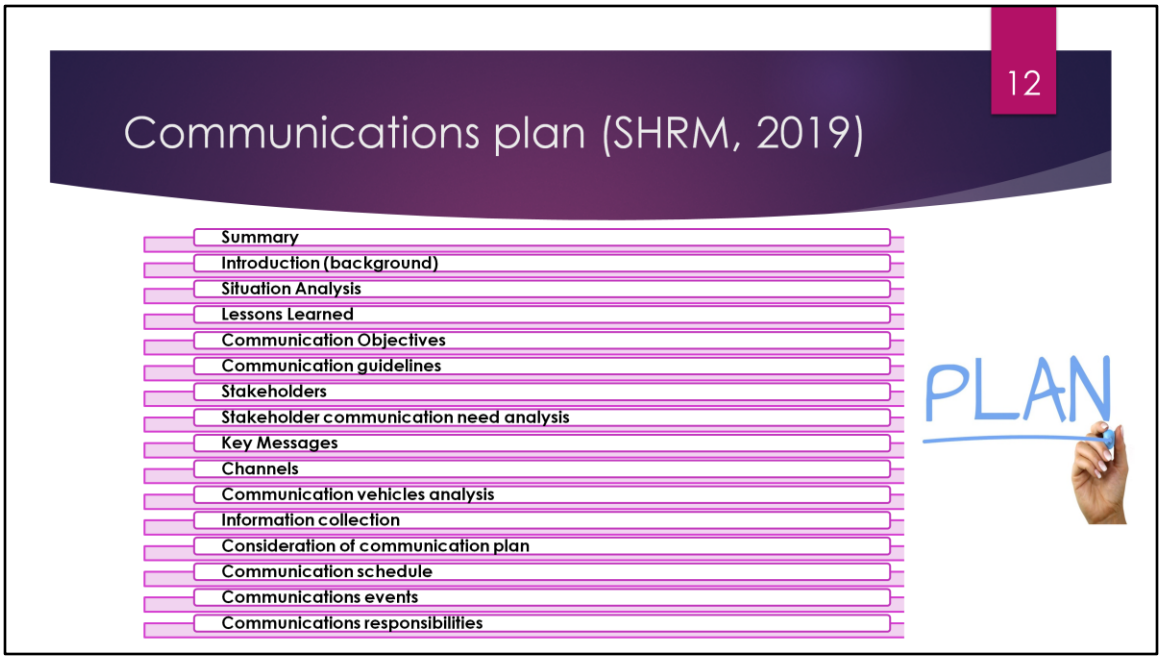


As previously discussed according to CIPD (2017) the appropriate methods of communication during change initiatives include the following:
Top-down channels – (senior managers talking to employees, intranet, team meetings).
Bottom-up channels – (employee participation and idea generation).
Two way discussion – (one to one meetings with employees so that employees can ask questions and get them answered). Employees who are involved in the change, and contribute to it, are more likely to accept the change.
Communication needs to be tailored to different groups/stakeholders. For instance, the younger generation in the workforce are more technology driven. Communication for this generation needs to be quick as millennials expect real time communication. According to Grensing-Pophal (2018) today many workplaces are composed of five generations, these are maturists, baby boomers, generation X, generation Y and generation Z. All require different communication needs. For instance, maturists would require a formal letter, baby boomers telephone conversation, generation X E-mail and text, generation Y text and social media and generation Z, hand held communication devices.

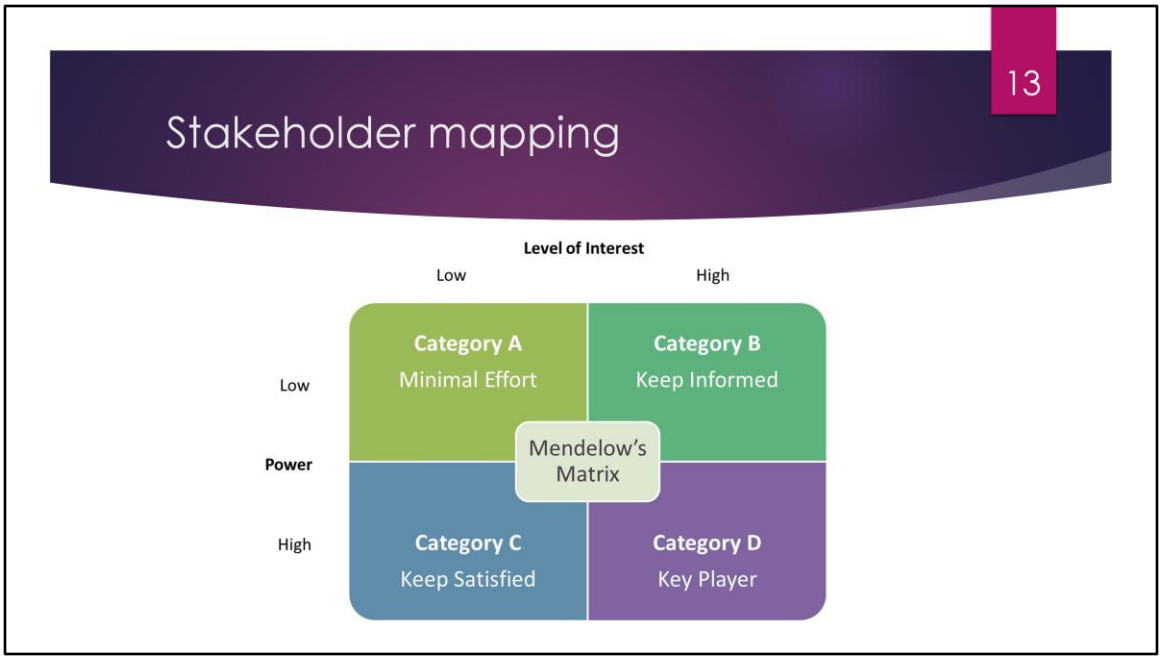
It is important to consider the level, breadth and depth of information required and types and methods of communication. It is also important to consider the frequency of the communication.

5 different generations in the workforce (Grensing-Pophal, 2018)

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital immigrants	Digital natives	Technoholics
Attitude toward career	Jobs are for life	Organisational—careers are defined by employers	Early 'portfolio.' careers — loyal to profession,not necessarily to employer	Digital enlrepreneurs — work "with" organizations not "for"	Career multitaskers
Signature product	Automobile	Television	Personal computer	Smart phone	Nano-computing, 3-D print, driveless cars
Communication media	Formal letter	Telephone	E-mail and SMS	SMS or Social media	Hand-held communication devices



A Communications Plan is a document that describes how you are going to communicate the right messages, to the right people, at the right time. A clear Plan is vital to the success of an organisation (SHRM, 2019). SHRM (2019) provides a communication plans template which can be used by any organisation. There are various sections to the plan which are listed above.



Within this communication plan, it is important to identify your stakeholders. To do this, the above stakeholder map can help.

Stakeholder Grouping
Example: recent redundancy

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Stakeholder Name	Influence Level	Level of interest	Stakeholder Grouping
Employees	Low	High	Keep informed
Unions	Low	High	Keep informed
General public	Low	High	Keep informed

When taking the recent redundancy example, employees would have a low influence level in the change and high level of interest, placing them in the “keep informed” stakeholder group. The same applies to Union members and the general public.

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Communications Road Map (SHRM, 2017) Recent redundancy example:

Stakeholders	Key Messages	Delivery Channels	Frequency	Sender
Employees	•The reason for the redundancies • The numbers and descriptions of employees at risk of redundancy •The total number of employees of any description •The proposed selection procedure •The proposed method for carrying out the redundancy dismissals, including timescale •The proposed method of calculating redundancy pay.	•Message on the gateway invited to attend the principal talk. •Face to face communication for all staff •Letters for employees off sick, maternity/paternity and those that are suspended •Powerpoint on gateway •Message on the gateway	Ongoing	•Principle/assistant principle •HR •Assistant Principle •Assistant Principle
Unions	As above	Face to face meetings	Ongoing	Principle/executive board
General public - future employees/students	The issue Financial situation	Face to face interview to the press	After letting employees know. During the process and after the process.	Principle

The table displayed is an example of a communications road map with the recent redundancy as an example. Listed are some examples of the stakeholders identified previously. Different stakeholders require different communication needs.

Employees – the key messages for this group would be the reason for the redundancies, the number of employees at risk of redundancy, the procedure, the method for carrying out the redundancy dismissals including timescales and the method of calculating redundancy pay. The delivery channels used was that a message went out on the gateway inviting all employees to attend a principle talk. This was sent out by the assistant principle. This talk was face to face communication by the Principle and assistant principles. Those that were off sick on maternity/paternity were sent letters by HR explaining what the talk was about, and the process that would follow. The PowerPoint that was used went on the gateway. Updated messages regarding the change was communicated on the gateway by the assistant principles and principle. The communication was ongoing throughout the process.

Unions – They key messages for this group would be the same as employees. The delivery channels would be face to face meetings which would be an ongoing process by the principle and the executive board.

General public e.g. future employees/students – The key messages to this group would be the honesty of the issue and the financial situation of the college. It's also an opportunity to reassure the students that are coming to the college in the new academic year that their positions at the college still stands and is safe. This would be done after communicating the change to employees. This can be done through face to face interview between the principle and the local press.

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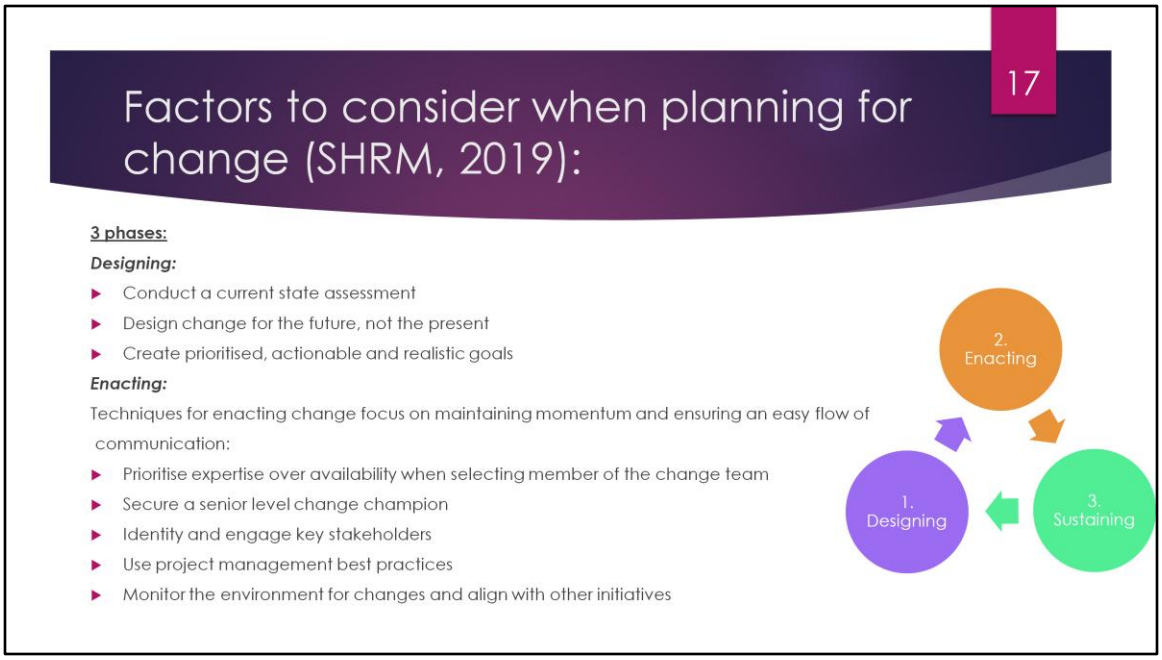
Support requirements for stakeholders:

Stakeholders identified	Support requirements (CIPD, 2019)
Employees: •Employees that are made redundant •Employees adapting new roles following re-structure •Other employees affected	•Counseling, help refresh employees interview skills, redraft CVs and reply effectively to job advertisements. Outplacement advice to help with morale and help them find alternative employment. •Training to help them adapt. Coaching and mentoring support. •Coaching, mentoring, reassurance about the future.
General public - future students/employees	•Reassurance about the future

Different stakeholders also require different support:
Employees that are made redundant may require counseling, help refresh employees interview skills, redraft CVs and reply effectively to job advertisements. Get outplacement advice to help with morale and help them find alternative employment (CIPD, 2019).
Employees adapting to new roles following re-structure may require training to help them adapt. They may also require coaching and mentoring support (CIPD, 2019). Other employees that are affected may also require reassurance about the future of their career at the college.
General public such as future students and employees would need reassurance about the future of the college. This can be done through marketing campaigns and messages on the radio to promote the college again.



There are three phases of change management according to (SHRM, 2019):

Designing:
•Conduct a current state assessment
•Design change for the future
•Create prioritised, actionable and realistic goals

Enacting:
•Techniques for enacting change focus on maintaining momentum and ensuring an easy flow of communication:
•Prioritise expertise over availability when selecting member of the change team
•Secure a senior level change champion
•Identity and engage key stakeholders
•Use project management best practices
•Monitor the environment for changes and align with other initiatives

Factors to consider when planning for change (continued)

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Sustaining:

- Techniques focus on creating a clear understanding of new contexts, collecting data to monitor momentum assessing need to adjust the initiative.
- Track the impact of the change and engagement of stakeholders
- Tell the pre-change story (remind employees)
- Look for evidence that the initiative does not fit the situation
- Keep working to translate the overall design goal into local behaviours
- Build change management skills into development programmes/recruitment and have a leadership succession plan to maintain momentum.

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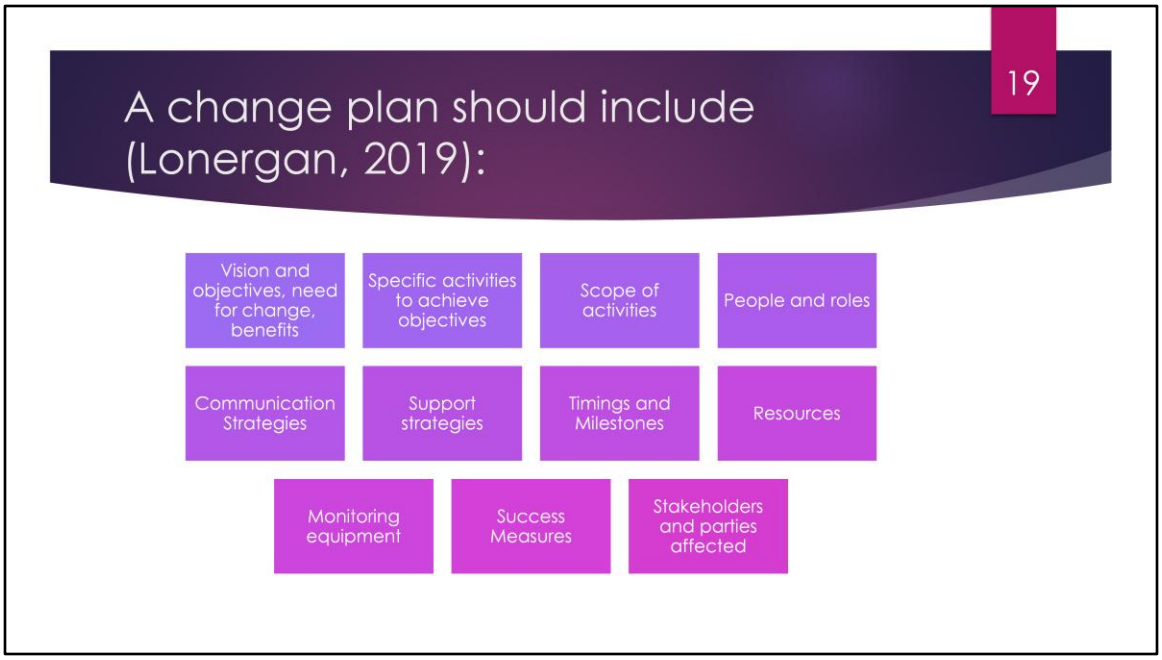
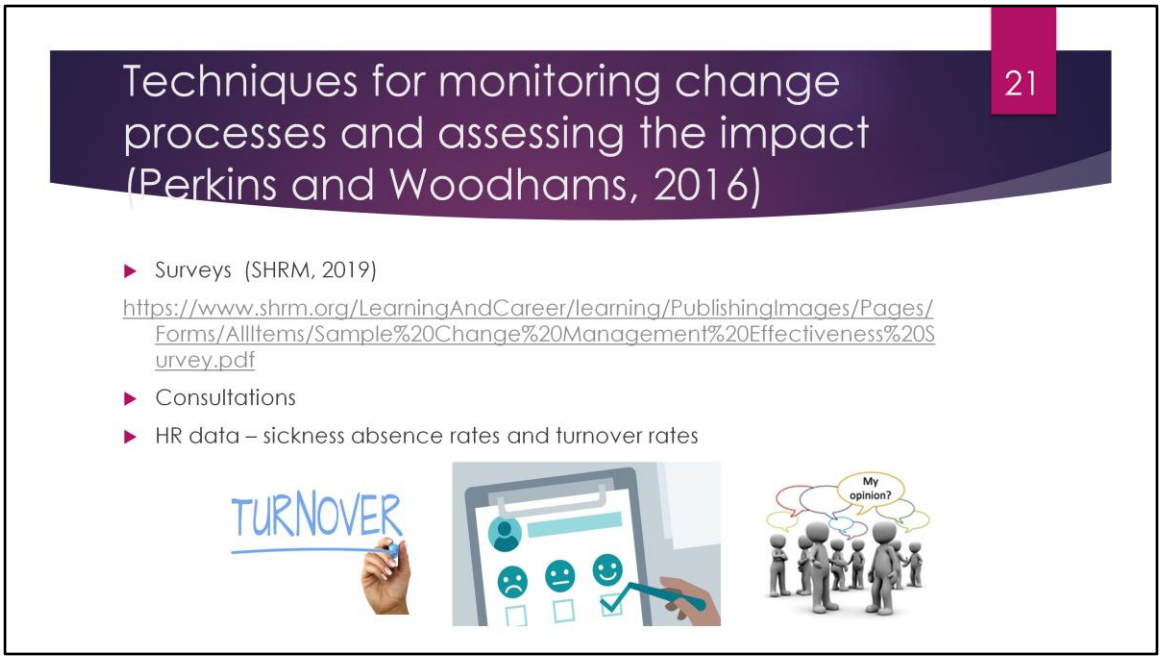


A change plan should include most of the following (Lonergan, 2019):

- Vision and objectives, need for change, benefits of change
- Specific activities to achieve objectives
- Scope of activities
- People and roles
- Stakeholders and parties affected
- Communication strategies
- Support strategies
- Timings and milestones
- Resources – money, time, people, equipment, materials, guidance
- Monitoring activities
- Success measures

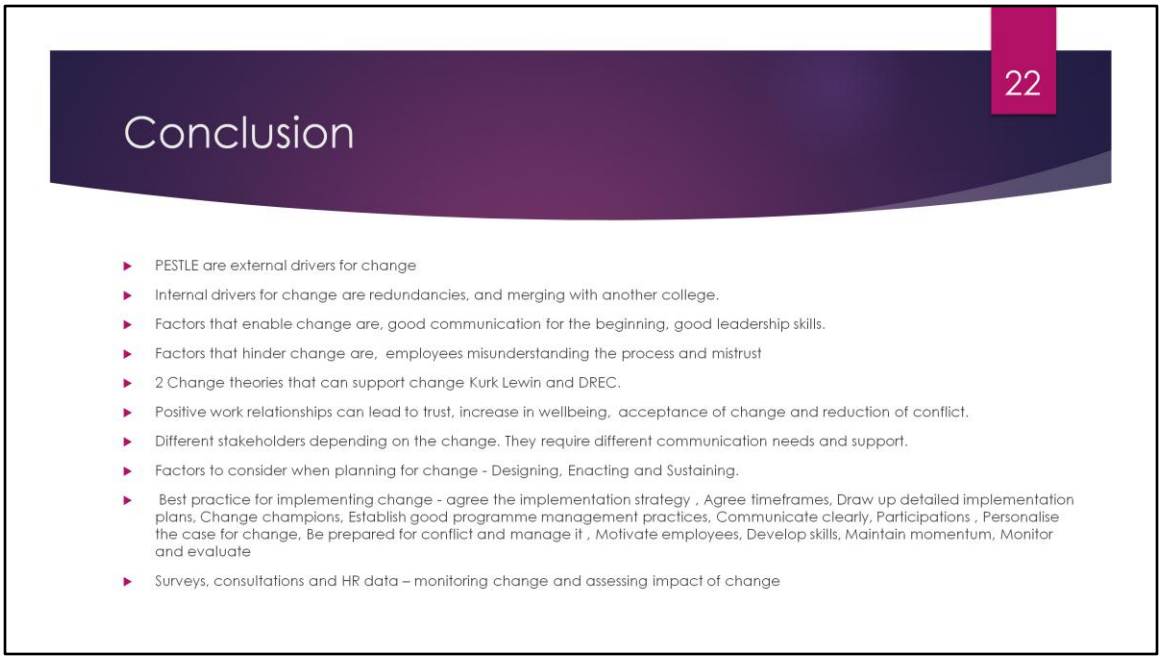
According to Chartered Management Institute, (2014), best practice for implementing change processes are:
Agree the implementation strategy – Organisations must have a clear strategy based on the objectives and outline plans which have already been set. It is also important to think about where the key influencers are and how communication channels will work.
Agree timeframes – A start date and finite time span.
Draw up detailed implementation plans – This will be with each divisional or departmental head in line with both the strategy and timetable which have been agreed.
Set up a team of change champions – This team should include the key people involved in designing and delivering the change, as well as those affected by it. They sell the benefits of the changes and communicate them effectively in the organisation.
Communicate clearly - Good communications should be based on stakeholder analysis in order to ensure the right messages get to the right stakeholders through the best channels. Communication should be ongoing.
Ensure participation and help to minimise stress – To reduce stress, consultation or adequate communication is needed. Participation can have an effect on how well change is adopted and sustained in the long term.
Personalise the case for change/benefit of the change – Individual employees must feel they can take ownership of the change programme as it evolves. Consider what change will mean for each individual in terms of status, habits, beliefs and attitudes, behaviours. They must also understand the benefit of the change.
Be prepared for conflict and manage it effectively - Change usually brings about conflict. Organisations should tackle it immediately by seeking ways to resolve it.
Motivate your employees – Sustained change requires high levels of motivation. Organisations need to recognise that employees need to feel valued, to have their efforts and achievements recognised, and to be developed and challenged.
Develop skills – Organisations need to give attention to developing both technical and interpersonal skills at all levels within the organisation and integrate this into corporate training and development programmes.
Maintain momentum - Organisations need to accept that change may be a stop/start process. It's important to plan for this and develop strategies.
Monitor and evaluate - Monitor and evaluate the results of the change programme against the goals and milestones established in the original plan.



Surveys (qualitative data) – these can be used to monitor change and asses the impact of change. The above link is an example of a survey provided by SHRM (2019). The benefits of surveys is that its cheap and fast to administer, convenient for respondents as they can complete them when they have a period of free time, can be sent via email to all employees, can be a way to get anonymous feedback on the change processes and the impact that change has had on individuals. The disadvantages to surveys is that employers must strike a balance between asking enough questions (to get feedback) and asking too many questions (employees give up or stop giving thoughtful answers). They are difficult to ask complex questions and there is a risk that respondents might not answer specific questions. Response rates may also be low (Perkins & Woodhams, 2016).

The same questions used in the survey can be used through consultation where the organisation gains direct feedback from employees through focus groups and interviews. The advantages of this is that they promote dialogue and discussion and allow researchers to find out more about a range of attitudes and opinions surrounding the change. The disadvantages is that they can be difficult to get participants together, its time consuming to analyse and it is not representative of the organisation as a whole (Perkins & Woodhams, 2016).

HR Data (Quantitative data)– HR can evaluate the impact of change in the organisation by looking at statistics such as absence levels. HR can compare sickness absence levels to previous years to see if the reason for the increase in sickness rates is due to a major change that has occurred for instance redundancy. HR can also evaluate the impact of change in the organisation by looking at turnover rates and comparing these figures with previous years to see if the reason for an increase in turnover is due to a change in the organisation (Perkins & Woodhams, 2016).



To conclude, the internal drivers identifies were the financial situation of the college and the change of location, whereas external drivers identified were technological and social. Factors that enable change were good communication from the beginning and good leadership skills. Factors that hinder change were misunderstanding the process and mistrust to the initiators of change. The two change models explored were Kurk Lewin (1950s) and the DREC model of change. It's important that positive work relationships are created to increase wellbeing and its importuned that they are maintained by providing things like a clear rationale for change. Different stakeholders require different communication needs and support, therefore it is important to create a communication plan and map and group your stakeholders. From this, a communications road map can be created. There are 3 phases to consider when planning for change, these are designing, enacting and sustaining. Best practice for implementing change was also explored along with an evaluation of both qualitative and quantitative techniques for monitoring change processes and assessing the impact of change.

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