

Title: Contributing to the Management of Change 5AMOC

Name: Rhodri Packman

CIPD Membership Number: 4787112X

Date: 26/04/2020

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: Rhodri Packman

Date: 26/04/2020

Word count:

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Evidence matrix

Candidate name: Rhodri Packman						
Qualification title: Contributing to the management of change						
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AM0C	Contributing to the management of change	L01.2	Stakeholder mapping worksheet	EV1		
		L01.3	Meeting notes	EV2		
		L01.3	Email confirming meeting	EV3		
		L01.4	CIPD covid flowchart	EV4		
		L01.4	Change plan	EV5		
		L01.5	Email to team with the change plan	EV6		
		L01.5	Email to clients	EV7		
		L01.5	Email to SMT	EV8		
		L01.5	Plan agreed by Manager email	EV9		
		L02.1	Gantt Chart	EV10		
		L02.2	Skype meeting to discuss plan	EV11		
		L02.2	Webinar support email	EV12		
		L02.3	Webinar assigning email	EV13		
		L02.3	Business team virtual cuppa meeting	EV14		
		L02.3	Resources to team email	EV15		

		L02.4	Process changes document	EV16		
		L02.4	Celebrating success email	EV17		
		L02.5	Happiness Index	EV18		
		L02.5	Email to team re: happiness index	EV19		
		L02.5	COVID client tracking list	EV20		
		L02.5	Webinar progress tracking sheet	EV21		
		L03.1	Evaluation meeting notes	EV22		
		L03.1	Evaluation meeting email confirmation	EV23		
		L03.3	SMT email	EV24		
		L03.3	Screenshot of webinar promotion	EV25		
		L03.3	Client thank you email	EV26		

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:

LO1: Be able to plan for the implementation of change processes within an organisation

1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement.

Change management is a response to large external or internal issues that have an impact on people management, strategy and overall organisational performance (Schaffer, 2017). The current Covid-19 crisis is clearly impacting businesses worldwide. Indeed, how organisations respond to the virus is one of the topics facing the World Economic Forum's new COVID Action Platform. "It's incumbent on business leaders everywhere to commit to supporting employees at every level of their organization in the unpredictable weeks and months ahead". Enrique Lores, President & CEO, HP Inc (WE Forum, March 2020).

Chwarae Teg is faced with issues too as like most businesses, employees are being asked to work from home during the COVID-19 pandemic. This change programme has therefore looked at how to move the business team to increased flexible ways of working, whilst still supporting clients (who are themselves either furloughing staff or getting employees to work from home). The benefits of this is that the business team can continue to work, continue to support clients and maintain team and overall organisational objectives. Specifically the change plan has addressed two core issues:

- 1) Implementing new technological solutions to work with clients.
- 2) Supporting the well-being of the business team – through increased communications and management.

1.2 Analyse who will be affected by the changes and their potential information and support needs.

The ability to execute and deliver change is directly proportional to the ability to engage with the groups of stakeholders (Wilcox and Jenkins, 2015). All staff within Chwarae Teg will be affected by this change in working pattern, however the focus is on the business team, the clients the team works with and other groups within the organisation that have influence.

I undertook a stakeholder mapping exercise (**Evidence 1**) to identify two aspects. Firstly, those who can influence the outcome of the change; these are typically the individuals and entities that control or own resources. The second group are those who will be affected or influenced by the change; i.e. the stakeholders whose personal and professional life will be affected by the outcome.

Business team members – need to be communicated with at all times. Need to be happy and supported both personally and professionally in order to deliver. Need to overcome resistance to change.

Clients of the business team - without the clients, team objectives cannot be met. Supporting them through their home working is crucial to organisational success.

Marketing team - support and communications expertise means they are invaluable in terms of getting the right messages out.

Senior Management Team – in charge of making financial and resource decisions they are key stakeholders in the change process.

People Team – Whilst I do not have the remit to carry out change across the whole organisation, the business team is in a unique position of having to change technology, forced on us by Covid19. I recognise the need to be in regular contact with the People team and feedback what I am doing so that it can inform (and take advice) from other departments and the organisation as whole during this period.

Change may be necessary (or in this case forced on the organisation) but I recognised that if I fail to engage with these stakeholders, change is likely to be unsuccessful in terms of the continued delivery of Chwarae Teg's objectives and the well-being of the employees concerned.

1.3 Identify the resources required for the change process and how these will be made available.

According to Manning (2012) determining which resources (people, equipment, materials, time etc.) and what quantities of each should be used, are core aspects in the successful delivery of a change project.

I held a meeting with my line manager to determine which areas needed to be addressed (**Evidence 2**) and **Evidence 3**). We agreed to work together on the project with her in an informal project manager role and me as the change manager, both as change agents.

In terms of moving the business team to working from home, Chwarae Teg is in a good place. Agile working is the basis of what we do at Chwarae Teg, however, with no clients to see face to face, the situation will require a shift to use of online tools, with the onus on the use of technology to overcome the barriers of no physical team meetings and no face to face client support.

Resourcing technology is not the issue; the technology (laptops, remote access to shared files, webinar software, Skype etc) has already been purchased and to some extent used, therefore there is no direct cost. However, these technologies need to be used effectively (e.g. upskilling in terms of using the webinar software) and time set aside by the change agents to train other team members.

Time resources will also need to be set aside to ensure employee well-being is maintained during this difficult time. This will require more focused communication, time and effort into speaking with individuals and time set aside to create resources that can be used by each employee.

1.4 Devise a plan, including objectives, actions and timescales for implementing the required change.

Whilst Covid-19 was not something that could be planned for, a detailed plan is still necessary. Organisations change best when their members have a common plan for moving forward and feel

confident about their ability to reach their goals (Karp, 2004). Burnes (1996) also argues, 'successful change is dependent on detailed plans and projections and on reaching an understanding of the complexity of the issues'. With this in mind drawing up a plan was hugely important as a structured and planned approach to change is necessary to ensure that change happens in a considered way.

Before writing the plan I identified the issues to be considered by working through the CIPD Covid-19 change chart (**Evidence 4**). This highlighted and clarified the areas I needed to address in the plan itself.

Change teams are often formed within organisations when a planned or unplanned change of significant proportions is necessary (Cameron and Green, 2004). In this regard two change agents were identified within the plan; myself and my line manager taking responsibility.

The plan, as suggested by Salas et al (2013) covers the developing of a mission, the creation overall goals, specifying deliverables and an action plan to deliver these goals. This followed by measurable success criteria.

The plan (**Evidence 5**) consisted of four key elements:

- 1) Processes – what needed to change, paperwork, reporting, use of CRM tools.
- 2) People & Culture – the barriers, and impact on people and the support they need.
- 3 Technology & Tools – specific tools needed for the change to happen i.e. webinars not workshops.
- 4) Information – what information each of the stakeholders needed for change to be successful.

1.5 Communicate the change plan, and gain agreement for its implementation, from decision makers.

Communicating the action plan to the different stakeholders is crucial to the success of a change management project (Klein, 1996). It is important to note that communications during times of change should not be a one-off event, nor limited to one form of communication. As Elving (2005) states, communication aims for the creation of mutual understanding and trusting relationships. This requires continually dialogue. Adding to the stakeholder analysis I broke down the communication needs of each stakeholder and communicated as follows:

Business Team- I communicated the plan and my colleague's involvement in its implementation through email and skype meetings (**Evidence 6**). With us all affected by the planned change they (we) should be involved in defining both the problem and the solution. By continually ensuring there is open communications, this helps overcome resistance. This is because, by providing adequate information, it reduces feelings of uncertainty and also by demonstrating there is a purpose and a plan, it justifies the necessity of change (Petru et al, 2016).

Clients of the business team –The clients of the business team clearly need to be communicated with. The change to home working will impact them as they can no longer have face to face meetings with consultants and will need to 'buy in' to receiving all support remotely using skype or webinars. Lewis et al (2001) make an important point. If communicated with effectively, external stakeholders may be expected to champion the change in the community with other stakeholders. (**Evidence 7**)

SMT / Marketing Team –These internal teams are aware of the changes that need to happen throughout the organisation but still need to be kept informed with the changes happening within

the business team. Whilst not leading the change in the department, they are co-ordinating a company-wide response. They are the rumour-quashers, the gatekeepers, decision makers and as such hold the key to creating a positive momentum within the organisation (Lewis & Seibold, 1998).
(Evidence 8)

The plan was agreed by my line manager **(Evidence 9)**.

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Stakeholder Mapping - Change plan at Chwarae Teg

Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

Stakeholder Grouping

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Business team members	High	High	Key Players
Clients of the business team	High	Low	Keep satisfied
Marketing team	Low	High	Keep informed
Senior Management Team	High	High	Key Players

Meeting notes – moving CT business team to home working

How to support business team?

- ICT: While we are well placed to adapt to this new way of working, it will undoubtedly test the robustness of our ICT systems and processes. We are already working with IT who have already identified a small number of potential issues.
- Budgets – no additional budget set aside – in terms of ICT equipment everyone has what they need – sundry items e.g. paper, printer ink can be bought and claimed through expenses in the usual way. Speak to project lead if there is anything else required to work from home. IT are there to support using kit and software
- Need to ask if anyone in the team has any concerns, or suggestions.
- Achieve: We expect regular Achieve meetings to continue, albeit by skype. This is really important to make sure we are supporting our staff well, identifying any work or pastoral needs etc.

Team communication

- Gemma's set up a whatsapp group – she's added those who have enabled whatsapp on their work phones. Anyone else wishing to join will need to check the app is on their phone and enabled.
- Gemma's already emailed regarding the Business Team News page. Please use our page to share any useful articles and anything you'd usually mark as an FYI in an email. This should reduce email traffic.
- Everyone has to keep their calendars updated with their availability now more than ever. Clearly indicate in your calendars when you are *not* available. This will help colleagues know when you are available to talk/meet.
- Keep your skype logged in permanently. If you are unsure how to do this, or have technical issues, please liaise with Certus. Skype helps colleagues quickly check availability to contact.

How to provide continued assistance to clients?

Convert all face to face workshops to webinars

Wording:

"Please find attached you Updated Action Plan. Please could you take a look at it and let me know if you have any further comments or amendments you wish to add. If you are happy with the contents of the attached, please could you confirm by responding to this email. We will use your response in lieu of a signature whilst the country is currently dealing with the pandemic."

Actions:

1. Track the email and save the email on SP in the clients UAP folder. (This is because when the client responds, it is highly unlikely that the UAP will still be attached therefore there would be no evidence of what was agreed on SP.)
2. When the client responds agreeing to the contents, track the email again and save a copy in the clients UAP folder.

With regards to timesheets, please follow the same procedure above. I recommend sending the timesheet last and in a separate email to the UAP, because if the client requests changes to the UAP then you can continue to 'charge' for the ongoing development of the UAP.

- Clarification of compliance around evidence during this time:
 - O Please firstly name the document correctly before you send it as this will appear on the sent item and we should not change it after, so 'final UAP client name', 'consultancy timesheet client name'.
 - O Then make sure that the email to the client showing the document attached is saved in the relevant SharePoint folder
 - O Save the email reply from the client approving the attached document, in the relevant SharePoint folder
 - O The original document should already be saved in the relevant SharePoint folder
 - O Request approval for one document per email in case there are amends required. This also helps ensure each approved document is saved in the relevant SharePoint folder.

Health and wellbeing

Our primary concerns is the health & wellbeing of our staff, as well as our participants and business clients.

We are all having to get used to this major disruption to our lives, whether that's because you have children at home as a result of caring responsibilities, are looking after (or out for) relatives and dependents, or because you are having to adjust to living and working home by yourself.

These are not easy adjustments to make, and we recognise that while 'business as usual' continues as much as possible, this will never truly be business as usual.

SMT are working on further guidance for staff to help answer questions you may have, and provide clarity about how we should juggle work and home, health and mental wellbeing during this difficult time. Please don't hesitate to ask questions or flag up any concerns you have at this stage.

Other issues discussed:

- Furlough: While there can be almost no individual or organisation affected in some way, this does not apply to us, and we cannot apply Furlough or claim the contribution to costs. The reason for this is clear- Furlough only applies if a member of staff was due to be made redundant as a direct consequence of Coronavirus. This does not apply to any of us.

Rhodri Packman

From: Gemma Littlejohns
Sent: 20 March 2020 16:28
To: Rhodri Packman
Subject: Covid19 meeting
Attachments: Meetingnotes.docx
Hi Rhodri

Thanks for attending the meeting this week, attached are the meeting notes and actions that need taking forward.

Take care
Gem

Gemma Littlejohns Assoc CIPD

Senior Business Partner / Uwch Bartner Busnes
Mobile / Symudol: 07581 249940

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.

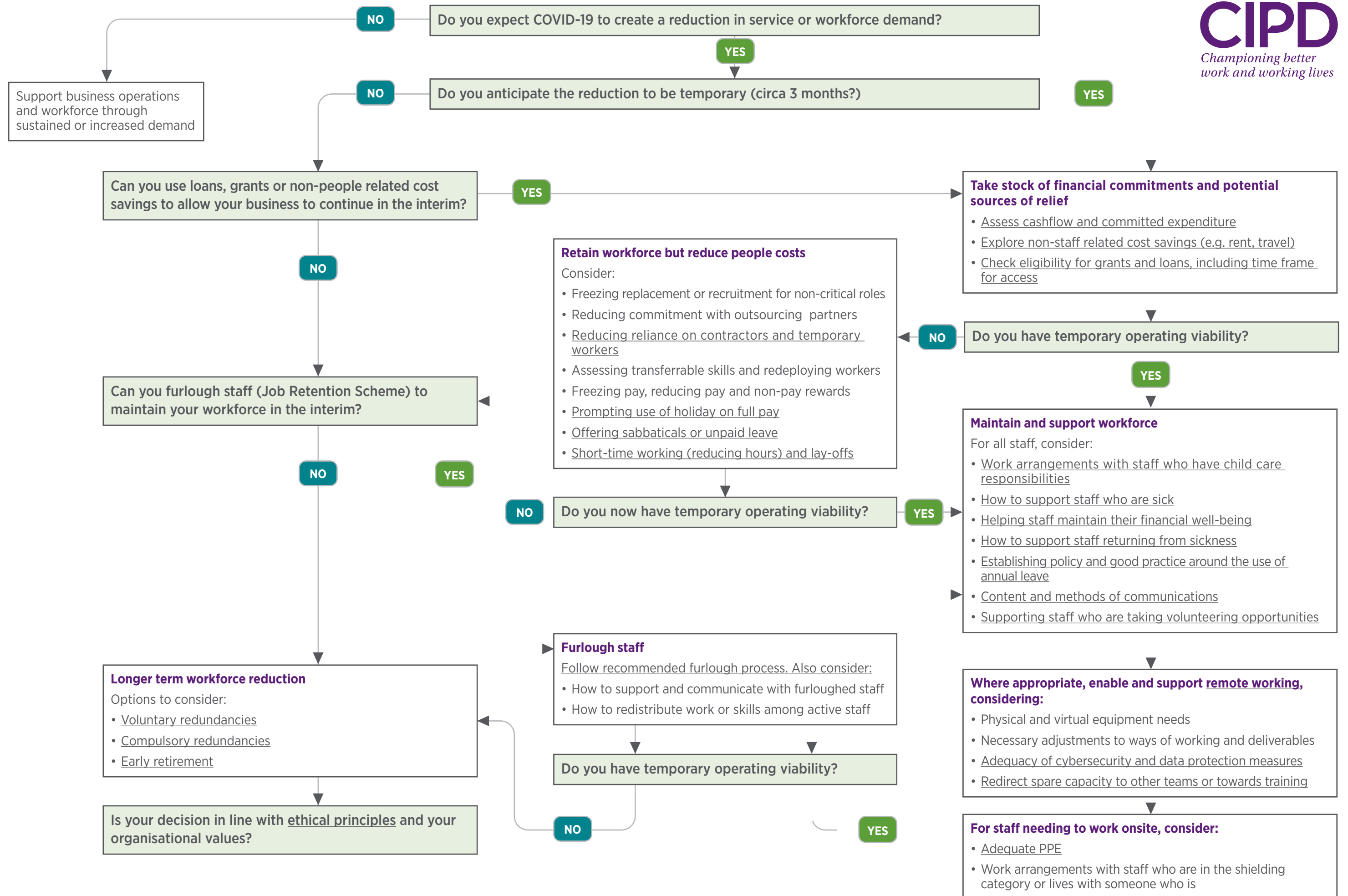


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Change Management Plan - Chwarae Teg Business Team Covid19

Introduction
Provide background, link to strategic goals and other changes
Project stats – Project end is on June 30th – need 50 clients supported in the remaining period. Our conversion rate has increased this quarter and is topping at 86%. This is a huge increase and drags our yearly conversion from 66% to 76%. We have concentrated on increasing the quality of our clients and this is expected this to continue to increase albeit a smaller gradual increase. New clients are 68% against project targets and therefore drastically below what is required. The West project fairs better at 81% but East sits at 43%. These figures are immediately impacted by engagement numbers and yet engagement sits at 81% against project targets. This means we are falling behind what is required of us but consider that 33 of our clients are sitting in our pipeline. If 80% of those 33 pipeline clients convert then the West project would be slightly ahead and the East only slightly behind. WWV shortfall that's been added to our extended programme target. In essence – need to hit the remaining targets of sign ups, implementation support and outcomes, despite the current covid scenario.

Project leads
This person leads the change project and is accountable for ensuring the project and change plan are implemented
Gemma Littlejohns – SBP Rhodri Packman - BP

Project Objectives
Detail what the project will achieve.
1) Implementing new technological solutions to work with client in order to hit the remaining targets.

2) Continue with home working, albeit with no face to face communication with clients or colleagues.

3) Supporting the well-being of the business team – through improved communications and management.

4) Support clients through this period by offering solutions we are implementing to them.

Change Objectives and Principles

Provide details

What the change process will achieve [e.g. information sharing, engagement, input into system changes]

Principles that underpin the change plan [e.g. inclusiveness/consultation, timeliness];

Ethical issues that need to be considered and how will the change plan will address them

Change Plan Elements

What are the main elements in the change plan?

1) Processes

- Work from home to support clients. This means consultants via Skype. All Workshops to be converted into webinars and run between now and June.
- Emails will be used as evidence of UAP sign off, implementation support and project closure documents.

2) People & Culture

- All business team members are impacted. This changes the processes of getting sign off from clients and supporting each other.
- Ensuring employee wellbeing.

3) Technology & Tools

- Trialling holding initial meetings online because of the pandemic, but also to see if it will be a useful way of working permanently. They will continue to offer the programme in its current format. (Any changes to the way the programme is delivered is likely to commence in July.)
- Training in GotoWebinar for all business team members and a shared delivery programme.
- Creation of new webinar materials.

4) Information

- Must be feeding back to SMT.
- Preparation with QP about the signed documentation – buy in from QP.
- infrastructure: Provide the team with more options to communicate with each other, both formally and informally, so all the different social aspects of the office environment aren't lost. Prepare to support this after the lockdown and role out across CT.

Rationale for the Change

List the drivers and constraints for change

Drivers of change.

- Working from home culture already embedded in the team.
- Client need our support...need to be smart about how we are offering this.
- Huge opportunity to build this new way of working into the culture for all of CT and to build this into future programmes (cost savings and efficiencies).

What are the risks for the change process?

- Management expectations: Don't expect the same outputs from the team. We also need to manage expectations of SMT – we are trying to hit the targets.
- Focus on their productivity instead – working on new processes, technology for a July/August re-launch.
- Clients – they are going through this process too! They don't necessarily need or have capacity for support themselves at the moment.
- Speed of people team not being involved.

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Key Stakeholder Analysis				
Who needs to be communicated with and how				
Key players:				
Business team members	High influence	High interest		
Email, phone calls, whatsapp, social events online, Ms Team meetings				
Clients of the business team	High	Low	Keep satisfied	
Use of email, skype and webinar attendance.				
Marketing team	Low	High	Keep informed	
email				
Senior Management Team	High	High	Key Players	
Invite to all meetings? Involve in social events, email and monthly meetings on targets.				
People Team	Low	High	Keep informed	
Regular skype meetings and email contact.				

Identify Change Elements
Elements of change required
Structures/Processes/Responsibilities/Resources/Timeframes/Performance Measures

Team structure won't change – but need key people to take the lead in redeveloping materials, converting existing workshops into webinars.

Need to improve communications to support each other at home. Weekly meetings, individuals catch ups – social events online. Bring in SMT and other teams into this – to roll out across CT.

There is a need for transitional arrangements to support staff in the delivery of training materials online – run initially by the experienced members of the team but roll-out must start ASAP and where workshops are already booked online these must be delivered via webinar – we cannot afford to wait and lose client engagement.

Manager must look at workloads and apportion work accordingly. CPs still very busy – BPs must pick up and support CPs and help with delivery workloads.

Change Plan - Actions			
Actions	Who	When	Performance Measures
Immediately help employees adapt to remote working (e.g. effectively run virtual meetings).	GL	18/03/2020	All team meetings converted to skype – schedule team meeting once a week
Set up whatsapp group	GL	21/03/2020	Sign ups to group Monitor activity
Convert workshops into webinars	GL		Number of workshops converted
Convert signatures documents into email templates with letter	RP	27/03/2020	Documents ready to go
Training in webinar delivery	CY	Book in from 21/03/2020	All training happened by mid april
Rollout of webinars	RP	25/04/2020 -	Client update and feedback
Social online meetings	GL	30/03/2020	Feedback from team on their usefulness
Migrate to MS teams	RP	30/04/2020	Everyone on teams.
Draft communication to all clients informing them of our internal changes	RP	08/04/2020	Letter emailed.
Weekly catch up with each team member	GL	25/04/2020	Schedule weekly skype catch ups with

			every team member booked in

Evaluation
Monitoring the success of the change project
How will the change be evaluated in relation to the achievement of the planned objectives? 1) Implementing new technological solutions to work with client in order to hit the remaining targets. – ALL workshops to be converted to webinars and run on the dates proposed. 2) Continue with home working, albeit with no face to face communication with clients or colleagues. – monitor sickness levels, wellbeing with a survey in May (?) 3) Supporting the well-being of the business team – through improved communications and management. - monitor sickness levels, wellbeing with a survey in May (?) 4) Support clients through this period by offering solutions we are implementing to them. – Monitor numbers, level of engagement, feedback. How will the change management processes be evaluated – consider summative as well as final evaluations, how can you assess your change management strategies as we implement them? Targets in terms of clients supported will be measured, as well as employee well-being. The processes need to be delivered for successful project completion. We will be open about the process and seek to gather thoughts and comments at all time. Weekly meetings will include a time for us to suggest how we are all learning about these new processes. How will the evaluation outcomes be circulated and promoted to stakeholders? Communication with the key groups identified. When covid situation ends we will evaluate using a survey and feedback to all SMT and individuals. We shall run a survey with clients to see how they found the new online processes as this will be valuable information for the design of future programmes and commercial products and services. How will evaluation outcomes be used in other organisational processes? With no formal change management processes in place this process can be used as a template for future change processes. Feedback to people team.

Rhodri Packman

From: Rhodri Packman
Sent: 27 March 2020 15:13
To: Business Team
Subject: Change comms update
Attachments: Change Plan.docx

Afternoon all

Hope you are well and enjoying the sun.

- Attached is the change plan agreed by Gemma – please read it. I'm sure things will change as we go through this process together but it acts as a reminder about what we are doing and why.
- Our next shortened team meeting will be on May the 4th A reminder to all that I intend to keep in communication with our existing active clients and mentioned in our team update this week that I will be sending another letter signposting and offering additional support. We have a few already but if you think of any more please let me know.
- Really pleased with our work exiting clients from the programme bringing us down to 102 to date.
- We have started our virtual coffee meets etc and encourage you all to join us when you can, still voluntary but highly recommended 😊

Have a good weekend

Rhodri Packman

Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.



Safwe: chwaraeteg.com | agilenation2.org.uk/cy

Rhodri Packman

From: Rhodri Packman
Sent: 07 April 2020 10:35
To: Business Partners (Business Team)
Subject: Re: Letter to clients - your thoughts required

As you guys know I was putting a communication together to come from me to our clients. Thanks for your suggestions and changes/additions. This will go out by the end of the day /tomorrow at the latest. Thanks.

'Dear client

The Coronavirus (COVID-19) pandemic is causing concern for all of us and we want to assure you that we're taking the health and safety of our staff and clients extremely seriously.

Our priority is to ensure that we act on advice from Public Health Wales and the Government and at present that has been to continue business as usual where essential whilst adhering to stricter guidelines around handwashing and distancing. However, in these unprecedented circumstances we're aware that many businesses are working from home or will have similar social distancing measures in place at your place of work.

We are keen to continue our work with you and your business as closely and as flexibly as possible whilst adhering to Government guidelines. This has meant that all face to face meetings and workshops have been postponed or we are utilising alternative methods of delivery such as Skype or Webinar sessions. As I'm sure you can appreciate that this may not be our preferred method of contact but a sensible option for the foreseeable future.

What we need you to do:

- *Where possible, continue to liaise with your Business/Client Partner so we are informed of the best course of action to support you and your business.*
- *Continue to complete the necessary documentation required to move you along the business programme.*
- *Monitor incoming emails from Chwarae Teg that may prove to support your business in alternative ways during this period.*
- *Consider your current agile working arrangements and contact us for any additional support we can offer.*
- *Please keep us informed if you're unable to do any of the above*

What we will do:

- *Continue to give you remote support to progress your action plan.*
- *Offer you additional remote sessions via webinars on topics that will support you in your action plan. These webinars will be repeated every three weeks for accessibility (contact your Client/Business Partner for the next dates).*
- *Process Fair Play Employer applications and celebrate awards.*
- *Signpost you to any additional support that you could benefit from at this time.*
- *Continue to update you on Chwarae Teg's other activities including dedicated Agile Working webinar sessions.*

Please keep in contact with us if you have any concerns and stay safe. It's important to remember that this situation will come to an end at some point and we're all working together to keep everyone safe.'

Rhodri Packman

From: Rhodri Packman
Sent: 03 April 2020 11:22
To: SMT
Subject: Change plan feedback.

Hi All,

Hope all is well.

Thanks for the comments on the business team change plan. Further to our skype meeting last week we have pushed ahead with the work on converting workshops to webinars ASAP.

Thanks for your support.

Thanks

Rhodri

Rhodri Packman
Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

Rhodri Packman

From: Gemma Littlejohns
Sent: 25 March 2020 14:07
To: Rhodri Packman
Subject: ChangePlan.docx

Hi Rhodri

I've had a read through of the document and this covers what we discussed in the change planning meeting and gives us something to work through moving forward.

We have lots to do!

Take care
Gem

Gemma Littlejohns Assoc CIPD
Senior Business Partner / Uwch Bartner Busnes
Mobile / Symudol: 07581 249940

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.

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Website: chwaraeteg.com | agilenation2.org.uk

Datganiad Preifatrwydd: Bwriedir y neges electronig hon ar gyfer y person a enwir yn unig. Gall gynnwys gwybodaeth breifat a chyfrinachol. Os yw'r neges hon wedi ei hanfon atoch mewn camgymeriad ni ddylech weithredu arni o gwbl neu ei dangos i unrhywun arall; ffoniwch ni yn syth a dychwelyd y gwreiddiol atom. Ni fedrwn dderbyn unrhyw gyfrifoldeb am unrhyw golled

LO2 - Be able to implement a change plan

2.1 Follow the agreed plan to implement change processes.

As an appointed Change Agent my role was to implement the plan but with a focus on, in the words of Lunenburg (2010) employee morale and motivation (and some of the technological elements), with my manager acting a change agent for internal processes and organisational (team) design.

Whilst I reported to my line manager (the project manager) but as suggested by Pollack and Algeo (2010) we jointly maintained responsibility for the success of the project. As Kotter (1996) highlights, no one person is capable of single-handedly leading and managing the change process in an organisation. Splitting the project into two elements, the change of technology and team motivation and well-being and the internal processes and paperwork changes (which needed access to resources I was not privy to), improved the chances of project success.

I closely followed the Kotter change model (SHRM, 2019) using my project management skills and created a Gannt Chart to keep on top of key tech changes, communication milestones and achievements (**Evidence 10**). As anyone involved in change knows, things moved quickly and it was hard to track the different elements of the change process. However, by communicating with colleagues and keeping records of who was doing what, the plan was followed.

2.2 Provide information and support to stakeholders in line with their identified requirements.

I was lucky in that the business team was in agreement that the change needed to happen. In order to achieve individual goals and team targets new ways of providing support to clients had to be met and implemented quickly. However, this still meant carrying out on-going communications and a consistent promotion of the need for change, its vision and benefits (Kotter, 1996). This would act as a reminder at times when everyone felt swamped by the detail of the work they were carrying out to elicit the change.

Following the adapted Kotter change model (SHRM, 2019) approach to communications I ensured that I actioned the following points:

Communicate the vision & engage others using every vehicle possible.

To communicate with the team I used a number of methods including phone calls, emails, one-on-one skype meetings and team skype meetings. This was useful when communicating the change plan (**Evidence 11**) - skype meeting email)

As identified in the communications part of the action plan, it was hugely important to ensure clients were aware of what was happening internally, and how we could still support them. Clients received an email informing them of our changes, what it meant for us, our relationship and what we needed from them in terms of support (**Evidence 7**).

Teach new behaviours by the example of the guiding coalition and nsure that the people needed to make the change happen have the necessary resources, mandates and enabling mechanisms to achieve their goals

I specifically supported colleagues through the process and helped with the design of the webinars. I assisted with upskilling in a mentoring capacity to ensure people had the skills and were understanding and motivated to work through the change process (**Evidence 12**).

2.3 Apply techniques for maintaining positive working relationships throughout the change processes.

Part of the change process was all business team members working from home. Whilst this in itself wasn't a huge change, what was, was the lack of physical contact with colleagues and no face to face support with clients. In such a scenario employees may feel uncertain about how the change will affect their sense of connectedness, efficacy, status, or value within their organisation (Rooney et al, 2010). In order to overcome this I made strenuous efforts to ensure the team were kept connected and had the opportunity to work and socialise together.

The solutions for this were as follows:

- 1) Assigning them tasks to help with the change process; everyone was involved and as such it wasn't something that just happened to them. So everyone was assigned a webinar to re-write, buddying up with a colleague (**Evidence 13**).
- 2) Regular meetings over skype. I called these a weekly Virtual Cuppa (**Evidence 14**) These were a relaxed catch up to allow everyone some time to be themselves, chat and forget they were at home going through a period of change for an hour.
- 3) Providing regular information on upskilling, taking parts in events and feeling connected to others. Information was passed to the team to assist them grow and learn (**Evidence 15**).
- 4) Regular Skype team meetings – where we had in the agenda the support on offer, addressing any issues and being open and honest about where we were in the change process (**Evidence 11**).

2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.

Appelbaum et al (2012) identified that during the change process it is critical for employees to see that change was not only happening, but working and was achieving the longer-term goals. In order to do this I felt it was important to be open with the team and ensure we were seen to be all working together, with a fair allocation of resources to help.

My manager and co-change agent held regular meetings to review progress and fed this back to the team. Our main concern was the work being done on the webinars, so we set up a tracking document that the team could feed into that monitored progress and issues (**Evidence 16**). This processed enabled everyone in the team to see progress and achievements. As a result of these meetings we would hold further discussions to agree on any changes and adaptations that might be needed.

As Kotter (1996) identified, visible short-term wins help to demonstrate the viability of change and build momentum. Importantly, small successes (for example, the completion of the L&D webinar conversion) were communicated with the team. I specifically did this with a colleague, emailing

about the success and raising this in the subsequent team meeting to praise and to use as a learning experience for all of us in the team (**Evidence 17**).

2.5 Maintain records of the change process in line with organisational requirements.

Stage 7 of the Kotter (1996) change management framework focuses on consolidating improvements to produce still more change. I used this as the basis for measuring what had been achieved, to ensure that the change plan was being followed and that specific actions were recorded.

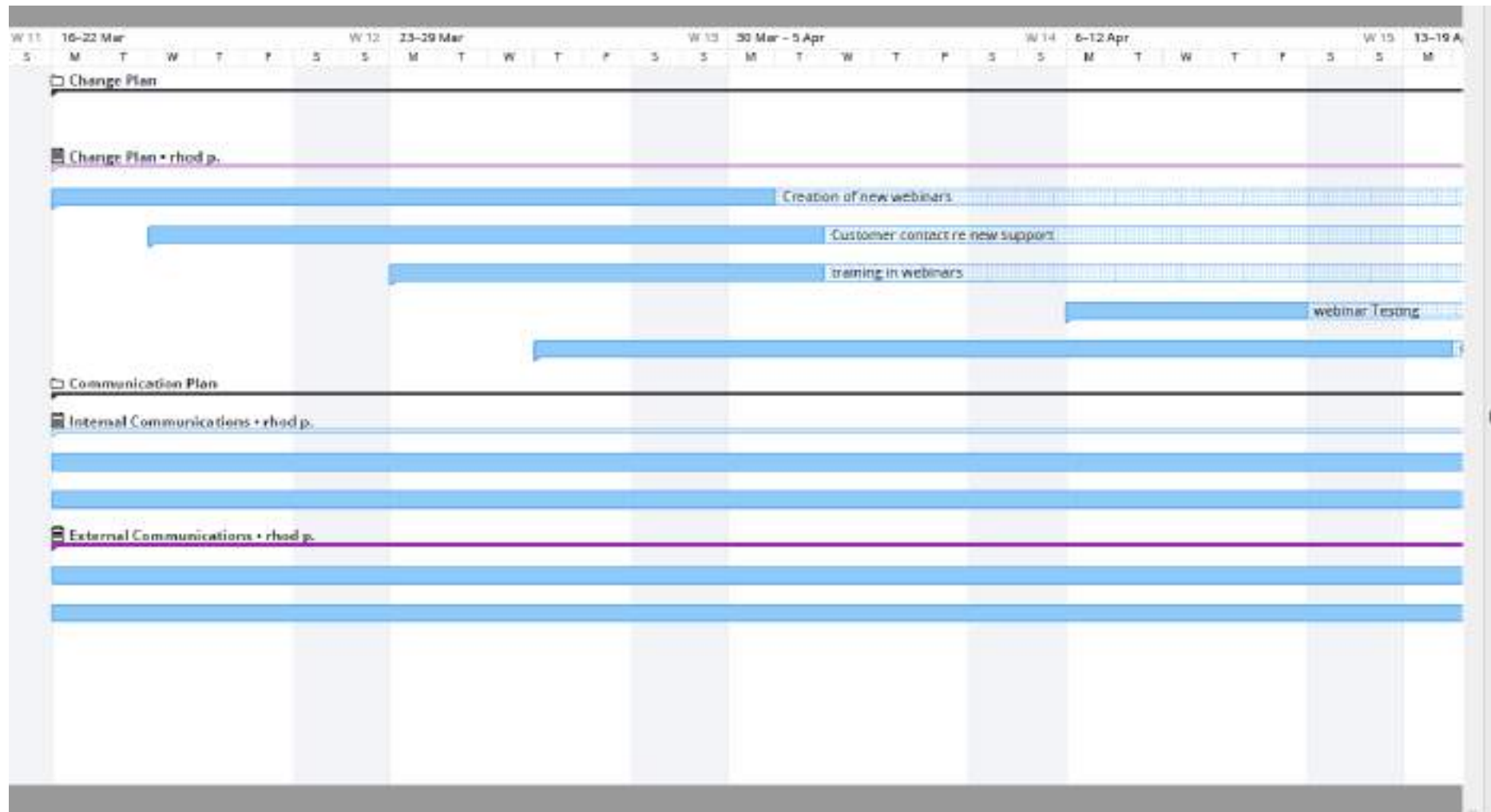
I was particularly interested in the well-being of the individuals and of the team as Bamberger et al, (2012) found that exposure to organisational change negatively influences well-being at work. As Rafferty and Jimmieson (2017) say it is important that organisations explicitly monitor and then consider concrete strategies to assist their employees in dealing with the negative emotions that are likely to emerge during the change process. To this end as we were going through the process I ran a team happiness score survey, which would be used again at the conclusion of the change process to qualitatively measure impact (**Evidence 18 and Evidence 19**).

More quantitative measurements were also created, tracked and reviewed. This included numbers of clients impacted who were engaged/disengaged by the change process (and clearly the impact of the changes they were going through themselves) (**Evidence 20**). This was supplemented by records of webinars converted and run and materials created. Considerable effort was put in by the change agents to set up and then undertake monitoring of the processes that needed amended to fit home working and non-client facing support (**Evidence 21**).

References

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- SHRM. (2019). Tips & Tactics for Kotter's Change Model.

EV 10



Rhodri Packman

Subject: Best Practice Sharing -Covid Action plan
Location: Skype Meeting

Start: Tue 24/03/2020 11:30
End: Tue 24/03/2020 12:30

Recurrence: (none)

Meeting Status: Accepted

Organizer: Gemma Littlejohns
Required Attendees: Alison Dacey; Amanda McNamara; Bob Hicks; Caroline Mathias; Carys Strong; Chris Yanez; Claire Foster; Hannah Botes; Jane Griffiths; Jayde Howard; Katherine Evans; Laura McKeown; Leila Usmani; Michelle Holland; Rhodri Packman; Polly Winn; Amie Howell; Joanne Fitzpatrick; Hayley Dunne; Jessica Hannagan-Jones

Hi all

This is a team skype meeting where Rhodri and I will go through the COVID19 action planning to make the changes – come prepared with ideas and thoughts! We all need to work together to change the processes.

The new arrangements are for 24 March at 1130 (this invite).

Thanks
Gem

[Join Skype Meeting](#)

Trouble Joining? [Try Skype Web App](#)

[Help](#)

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Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na

Rhodri Packman

From: Jane Griffiths
Sent: 02 April 2020 08:23
To: Rhodri Packman
Subject: RE: L&D webinar

Hi Rhodri

Yes I got them thanks. I have shamelessly taken them and just tweaked for a session over teams rather than a webinar but I think it will be fine.

Can't see workshops being run for a while as some form of lockdown here for a while I expect so guess webinars and teams internal sessions will be the new normal for a while. Thanks with your help and support with this, the guidance notes you provided were great and the run through of the new system was definitely an eye opener! Thank you!! As a new member of the team I've felt a bit daunted by all of these changes but you are making it a smooth process.

Thanks Jane

Jane Griffiths
Business Partner / Partner Busnes
Mobile / Symudol: 07852966268

From: Rhodri Packman
Sent: 02 April 2020 07:50
To: Jane Griffiths <Jane.Griffiths@chwaraeteg.com>
Subject: L&D webinar

Hi Jane,

It was good to catch up and run through the new webinar software.

Did you get the L&D webinar slides and the notes I put together on running the webinar?

This is where they are in SP.

https://chwaraeteg.sharepoint.com/sites/BusinessProgramme/Client%20Journey/Forms/AllItems.aspx?id=%2Fsites%2FBusinessProgramme%2FClient%20Journey%2FWorkshops%20and%20Support%20Package%2FWorkshop%20Admin%2FADMIN%20COMPLETED%2FWebinar%2E%20L%26D%2E%2029%2E04%2E2020&p=true&originalPath=aHR0cHM6Ly9jaHdhcmFldGVnLnNoYXJlcG9pbmQuY29tLzpmOi9zL0J1c2luZXNzUHJvZ3JhbW1lL0VoN3RTUTFiZS01UGdqUINhV3hHa29rQkUxaUJrQ0p6T1JvMUUp5bm9taE95bFE_cnRpbWU9bXpGY3IxTHkxMGc

cheers

Rhodri

Rhodri Packman
Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

Rhodri Packman

From: Rhodri Packman
Sent: 08 April 2020 13:18
To: Workshops; Michelle Holland; Caroline Mathias
Subject: Best Practice Recruitment and Selection
When: 24 April 2020 09:30-11:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: Webinar

Hi both

Please take a look at the [presentation](#) and watch the [recording](#) if you have time. Please discuss what elements of the webinar you would like to work on. There's a couple of options:

- You could do half and half. i.e. one present and one do tech & questions, then swap over half way through.
- You could split the tasks. i.e. one present and one do tech & questions all the way through.

You might have other ideas. You might want me to present.

I'm completely fine with any scenario but I'll let you two decide what you would prefer.

We will log on at 0930 and check we're all set up etc.

Cheers

Rhodri Packman

Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

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Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.

Rhodri Packman

Subject: Business Team Virtual Cuppa and catch up
Location: On Skype

Start: Mon 30/03/2020 14:00
End: Mon 30/03/2020 14:30

Recurrence: (none)

Meeting Status: Accepted

Organizer: Rhodri Packman
Required Attendees: Claire Foster
Optional Attendees: Alison Dacey; Amanda McNamara; Bob Hicks; Caroline Mathias; Carys Strong; Chris Yanez; Gemma Littlejohns; Hannah Botes; Jane Griffiths; Jayde Howard; Jessica Hannagan-Jones; Katherine Evans; Laura McKeown; Michelle Holland;

Attendance optional ☺

Next week updates will include
Alison – how was community singing
Amanda – how many rainbows were seen in windows
Hannah – How the houseparty app works
Jane – life after Mcdonalds ☺
Claire – Band via Zoom – did it work?

Dial in next week to find out.....
Rhodri

[Join Skype Meeting](#)

Trouble Joining? [Try Skype Web App](#)

[Help](#)

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Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.

Rhodri Packman

From: Rhodri Packman
Sent: 24 April 2020 09:39
To: Business Team
Subject: Information: Institute of Leadership & Management

Hi Everyone

During May, the Institute are running a daily series at 13.00 to 13.30: 'Learn How To...' Free events on the following themes:

- Week 1 – **Learn how to coach** in collaboration with the **Trusted Coach Directory** (from 4 May)
- Week 2 – **Learn how to manage mental health** in collaboration with **Mental Health at Work**
- Week 3 – **Learn how to build your employability** in collaboration with **Hays Recruitment and EmployabilityUK** (from 18 May)
- Week 4 – **Learn how to sustain a small business** in collaboration with **WeLead at University of York** 26 May)

If any of the above activities are of interest to you or our participants you/they can booking a place - free of charge at the link below:

<https://www.institutelm.com/whats-on/event-listing.html>

In addition, there is also a special offer **of £99 per person** to access the **Coaching Conversations accreditation** the next 2 weeks only.

The events for Week 2 will be available on the website during next week.

Cheers

Rhodri

Rhodri Packman
Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

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EV 16

STAGE	Client journey	Actions	Allocation	Priority	Deadline	Notes
ENGAGEMENT	Qualifying criteria	1. This needs writing for Micros and SMEs 2. Get CY approval 3. Then will need to be shared with Engagement	CM	Complete		https://chwaraeteg.sharepoint.com/:f:/r/sites/BusinessProgram
	Setting up client files	1. File structure needs changing to reduce number of clicks and duplication of documents which is impacting SP storage. 2. How does this link with secure share?		Med Low		
	Marketing	1. Tri-fold leaflet to be reviewed (ER wants input) 2. Newsletter articles scheduled and allocated 3. Lead generation webinars scheduled		Low Med Complete	01/04/2020 26/06/2020	
				Low		
INITIAL SUPPORT	Initial meeting	1. Review paperwork with QPI		Med		
	Culture survey	1. Improve wording of questions without changing their meaning. 2. Consider if monitoring data needs updating/amending 3. Review how data is presented to clients. 4. Get a 3rd licence for EW.		Low Low Med		Amend questions about policy provision/consider moving each policy question to the relevant statement area. (Ask CM if this makes no sense) Request feedback from CF recent findings
	BBI	1. Could 'Forms' feed this data from client into CRM because data is regularly inaccurate/wrong. GL to ask Tech Forum 2. Form to be condensed, too long and wordy.	GL	Low	26/06/2020	
			CM	Low		Suggest form be scaled down to only data that will evidence impacts/outcomes?
	EDS & AP	3. Create a Micro offering version 1. Update wording of report 2. Review suggested actions/outcomes/impacts on template AP 3. Review format, i.e. Report and appendices for AP and survey results 4. GL to attempt to get AP on CRM	CM	Low Low Low Low		
	Focus groups	1. What will it achieve at this stage? Speak to CY.	GL	Low		
			GL	High	15/05/2020	
IMPLEMENTATION	FPE Award	1. Support being missed from implementation. Would benefit from CRM alerts. GL to get added to CRM progress bar. 2. Add leadership training for women as criteria for Leading Award.	GL	Low	26/06/2020	
	2nd culture survey	This is currently part of implementation but is monitored on CRM at stage 11. It needs moving to stage 9. GL to make request to Tech Forum		Low	26/06/2020	
	Recognition for Micros	1. Create assessment process. (Liaise with Commercial as they have similar requirements) 2. Design logo and branding with Marketing			29/05/2020 12/06/2020	
	Webinars	1. Identify gaps in provision 2. Set up schedule for July 2020 onwards.	HB GL	High High	29/05/2020 29/05/2020	
	Workshops	1. Identify gaps in provision 2. Set up schedule for Sept 2020 onwards.	GL	Med Low	26/06/2020	
	Workshop/webinar bookings	Identify a better way of booking, monitoring and evidencing attendance. Eventbrite? Click dynamics?	GL	Low		
	Supplementary information	1. Review gaps in resources: i.e. topics, handouts, platforms 2. Update resources 3. Pass to ILM for branding	CM & HB	High Med Low	WIP	https://chwaraeteg.sharepoint.com/:f:/r/sites/BusinessProgram
CLIENT EXIT	Final review meeting					
	2nd BBI data Creation of UAP Reporting Impacts Creation of Case Study	See above BBI comments				Thought - I feel this has become an admin exercise, the aim is to create a marketing tool. Maybe this becomes a marketing team
ANYTHING ELSE	Continuous improvement of materials/programme offering					
	CPD of staff					

Rhodri Packman

From: Rhodri Packman
Sent: 03 April 2020 11:19
To: Michelle Holland
Subject: RE: ACTION: converting workshop to webinar

Hi Michelle

This is brilliant – you’ve done a great job. Here are my comments:

Slide 2 – you’ll need to reword the handouts piece. I recommend just using the supp pack.

Slide 10 – what are the questions and answers? Pop them in the notes and then I will update the webinar

Slide 11 – this is really good idea. I don’t recommend polls for this one as the picture will be out of view and they might not remember the order of knowledge, observation etc. Alternatively you could have one question on % training then reveal the real figure and then slide 12 can show the 3 circles. People are often surprised by the low % for training.

Slide 13 – just a suggestion but you could get attendees to suggest ideas through the question box? I was thinking of trialling the scribble pad I found on it!

Slide 16 – I’ve mentioned to some clients about the software called ‘ice cream’ that I’ve been using to do screen recordings to teach people how to use parts of CRM and skype. There’s been a lot of interest in the ice cream app from clients. could you mention that too please?

Slide 17 – this is a brilliant idea

When it comes to delivering the webinar itself, which bits do you want me to do?

I will highlight the work you have done in the next team meeting. Can you prep a 10 minute overview of the challenges of the work...just so we can all learn and take inspiration!

Cheers

Rhodri

Rhodri Packman
Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

Safwe: chwaraeteg.com | agilenation2.org.uk/cy

Website: chwaraeteg.com | agilenation2.org.uk

Datganiad Preifatrwydd: Bwriedir y neges electronig hon ar gyfer y person a enwir yn unig. Gall gynnwys gwybodaeth breifat a chyfrinachol. Os yw'r neges hon wedi ei hanfon atoch mewn camgymeriad ni ddylech weithredu arni o gwbl neu ei dangos i unrhywun arall; ffoniwch ni yn syth a dychwelyd y gwreiddiol atom. Ni fedrwn dderbyn unrhyw gyfrifoldeb am unrhyw golled neu niwed sy'n cael ei achosi gan firws meddalwedd. Eich cyfrifoldeb chi yw i wirio am firws fel bo angen cyn agor atodiadau a fedrai gael eu cynnwys gyda'r neges hon.

FEEDBACK

Prevalent Themes



POSITIVES = Important to remember / be thankful for / find time for	NEGATIVES = We understand / may be able to offer help/support
Time with Family / Knowing they are safe gives us comfort	Missing Family / Uncertainty for their health makes us worried
Contact with Colleagues makes us feel supported	Too many meetings are tiring / impacts on capacity and wellbeing
The weather has a big impact on how we are feeling	Lockdown fatigue affects us – we can all have better and worse days
Rest / Relaxation / Light exercise make us feel us good	Uncertainty can cause anxiety that's needs to be managed
Achievements at work increase positivity	It's hard to separate work and home life

Rhodri Packman

From: Rhodri Packman
Sent: 07 April 2020 13:34
To: Business Team
Subject: How Are You Feeling? - Report on your Responses
Importance: High
Attachments: Happiness_report.pptx

Hi All,

We have come to the end of our first week using the Happiness Index Link 'How Are You Feeling?'

A big thank you to everybody who has taken.

As much as I appreciate that we are not all in the same boat right now and that everybody has their own commitments, conflicts and concerns as well as coping techniques and scenarios that make us happy – What we can see from the results so far are a number of shared experiences and shared feelings that I want to share back with you, so that whether you are currently having a good day, a bad day or just a meh day, we not only understand, but that across the team there are probably many of us who are feeling the same!

Please take a look at the report attached that provides information on how you've been rating yourself against the happiness index and a selection of themes/comments that have been collated.

If you have any queries or would like to make any suggestions for actions that we can take after reading the report – please do let me know!

Thanks,

Rhodri

Rhodri Packman

Business Partner / Partner Busnes

Mobile / Symudol: 07852 966163

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Status Reason	Owner	Record Name	AN2 Process Stage	Participant (Contact)	Expected Implementation End Date	Extended Implementation End Date	Is the business significantly affected by the pandemic?	What will be the likely outcome on the programme when they reach the implementation end date?
In Progress	Amanda McNamara	Full Stop Law Limited	09: Implementation	Victoria Cannon	14/02/2020	31/03/2020	No	Complete
In Progress	Amanda McNamara	Insurgo Media Services Limited T/A Insurgo Media	09: Implementation	Delyth Griffiths	21/02/2020		No	Complete
In Progress	Amanda McNamara	Buttercups Day Nursery	09: Implementation	Emma Roberts	21/03/2020		Yes	Complete
In Progress	Amanda McNamara	Flourish.Cymru International Limited	09: Implementation	Nichola Larkman	25/03/2020	30/04/2020	Yes	Request an extension
In Progress	Amanda McNamara	Trinity St David Students' Union	09: Implementation	Michelle Vickers	01/04/2020		Yes	Request an extension
In Progress	Amanda McNamara	The Fern Partnership	09: Implementation	Nikki Beach	02/04/2020		Yes	Request an extension
In Progress	Amanda McNamara	Seren Global Media Limited	09: Implementation	Wyn Jenkins	04/04/2020		Yes	Request an extension
In Progress	Amanda McNamara	Towy Community Church TA Xcel Village People Limited /TA Village Support Services	09: Implementation	Dave Insull	17/04/2020		Yes	Complete
In Progress	Amanda McNamara	Maddocks General Store	09: Implementation	Kathryn Stanford	07/05/2020		Yes	Request an extension
In Progress	Amanda McNamara	DPA Law LLP	09: Implementation	Catherine Jayne McPherson	21/05/2020		Yes	Request an extension
In Progress	Amanda McNamara	Haystack Cafe Ltd	09: Implementation	Rachel Hughes	17/06/2020		No	Complete
In Progress	Amanda McNamara	Rees Richards and Partners	09: Implementation	Bethan Roberts	07/07/2020		Yes	Request an extension
In Progress	Amanda McNamara	Cywion Bach Cyf	09: Implementation	Dylan Williams	15/07/2020	08/05/2020	No	Complete
In Progress	Amanda McNamara	Seren Fach Ltd	09: Implementation	Heather Thomas	21/07/2020		Yes	Request an extension
In Progress	Amanda McNamara	Working Word Public Relations Ltd	09: Implementation	Margaret Hammond- Richards	30/09/2020		Yes	Request an extension
In Progress	Bob Hicks	B2B IT Services Limited	09: Implementation	Caroline Holmes	30/03/2019	30/03/2020	No	Complete
In Progress	Bob Hicks	Catsci Limited	09: Implementation	John Hurst	12/03/2020		No	Complete
In Progress	Bob Hicks	Henry Howard Finance T/A Propel Finance Ltd.	09: Implementation	Angela Moseley	16/04/2020	06/04/2020	No	Request an extension
In Progress	Bob Hicks	Busy Bee Natural Ltd	09: Implementation	Melissa Rees	17/04/2020	06/04/2020	No	Request an extension
In Progress	Caroline Mathias	Playdays Crymych Cyfyngedig	09: Implementation	Karen Stinton	08/09/2020		Yes	Request an extension
In Progress	Caroline Mathias	The Lions Den Pembrokeshire Ltd	09: Implementation	Kelly McDonald	06/10/2020		Yes	Request an extension
In Progress	Caroline Mathias	The Skills Centre London Limited	09: Implementation	Lauren Hope Mathias	12/10/2020		Yes	Finish
In Progress	Carys Strong	Archway Court Nursery	09: Implementation	Adam Sheppard	23/04/2020	06/04/2020	Yes	Finish
In Progress	Carys Strong	Links Recruitment Group Ltd	09: Implementation	Chloe Yates	24/04/2020	06/04/2020	Yes	Finish
In Progress	Carys Strong	Rainbows Childrens Club Ltd T/A Rainbows	09: Implementation	Tiffany Briggs	29/05/2020	06/04/2020	Yes	Finish
In Progress	Claire Foster	Private Nursery	09: Implementation	Kay Taylor	29/04/2020	06/04/2020	Yes	Finish
In Progress	Claire Foster	HJ & R Tax Solutions	09: Implementation	Matt Jeffery	01/05/2020	06/04/2020	Yes	Complete
In Progress	Claire Foster	Atlantic Resource (Services) Limited T/A Atlantic Resource	09: Implementation	Simon James	08/05/2020	06/04/2020	Yes	Finish
In Progress	Claire Foster	Huggard Centre	09: Implementation	Karen Holbrook	13/08/2020	06/04/2020	Yes	Request an extension
In Progress	Claire Foster	Vetro Recruitment Limited	09: Implementation	Alastair Tulloch	09/09/2020		Yes	Request an extension
In Progress	Claire Foster	Awen Collective Limited	09: Implementation	Jules Farrow	14/09/2020	08/05/2020	Yes	Finish
In Progress	Claire Foster	Training in Mind Limited	09: Implementation	Claire Reid	23/09/2020		Yes	Finish
In Progress	Claire Foster	Glamorgan Brewing Company Limited	09: Implementation	Tyrone Pope	05/10/2020	08/05/2020	Yes	Request an extension
In Progress	Gemma Littlejohns	Mother Goose Nursery	09: Implementation	Sarah Love	21/03/2020		Yes	Complete
In Progress	Gemma Littlejohns	Playland Day Nursery	09: Implementation	Ceri Hughes	11/04/2020		Yes	Complete
In Progress	Gemma Littlejohns	Tip Top Service Centre Ltd	09: Implementation	Pamela Worley	16/05/2020	06/04/2020	Yes	Complete
In Progress	Gemma Littlejohns	Daydream Creative Design Agency	09: Implementation	Rob Saunders	07/07/2020	08/05/2020	Yes	Request an extension
In Progress	Gemma Littlejohns	Challenger Mobile Communications Limited	09: Implementation	Kevin Weare	08/07/2020	06/04/2020	No	Complete
In Progress	Hannah Botes	Celtic Electrical Services Limited	09: Implementation	Lee Powell	03/09/2016		Yes	Finish
In Progress	Hannah Botes	Pinpoint Manufacturing Limited	09: Implementation	Steve Ahearne	28/02/2020		Yes	Finish
In Progress	Hannah Botes	Meithrinfa Cwtsh Cynnes Nursery	09: Implementation	Michelle King	18/03/2020		Yes	Request an extension

In Progress	Hannah Botes	ECommercial Cleaning Services Ltd	09: Implementation	Glenn Perry	18/04/2020	06/04/2020	Yes	Finish
In Progress	Hannah Botes	Meithrinfia Jac-Y-Do Limited	09: Implementation	Megan Phillips	13/08/2020	08/05/2020	Yes	Request an extension
In Progress	Hannah Botes	Baglan Bakery Limited	09: Implementation	Lisa Evans	04/10/2020	08/05/2020	Yes	Request an extension
In Progress	Jane Griffiths	Industrial Automation And Control Limited	09: Implementation	Kath Lewis	09/05/2020	06/04/2020	No	Request an extension
In Progress	Jane Griffiths	Welsh Cycling Union Limited / TA Welsh Cycling	09: Implementation	Beverley Kibble	30/05/2020	06/04/2020	No	Request an extension
In Progress	Jane Griffiths	Age Cymru Gwent	09: Implementation	Eileen Powell	16/06/2020	06/04/2020	Yes	Request an extension
In Progress	Jane Griffiths	Ladybirds at Llanvihangel Ltd	09: Implementation	Tara Long	06/07/2020	06/04/2020	Yes	Finish
In Progress	Jane Griffiths	Upsa-Daisy Day Nursery Ltd	09: Implementation	Sarah Fynamore	11/07/2020	06/04/2020	Yes	Finish
In Progress	Jane Griffiths	Sphere Solutions	09: Implementation	James Hughes	13/07/2020	06/04/2020	No	Request an extension
In Progress	Jane Griffiths	Mathern Day Nursery (Childcare Services) Limited	09: Implementation	Mandy Gore	26/07/2020	06/04/2020	Yes	Request an extension
In Progress	Jane Griffiths	Michael G Ryan Son & Daughters Limited	09: Implementation	Louise Yhnell	28/07/2020	06/04/2020	Yes	Request an extension
In Progress	Jane Griffiths	Miller Research (UK) Ltd	09: Implementation	Nick Miller	04/08/2020	06/04/2020	No	Request an extension
In Progress	Jane Griffiths	Growing Space	09: Implementation	Bill Upham	10/08/2020	06/04/2020	No	Request an extension
In Progress	Jane Griffiths	Richard Andrews Architects	09: Implementation	Richard Andrews	19/08/2020	06/04/2020	Yes	Finish
In Progress	Jane Griffiths	Pro Steel Engineering Limited	09: Implementation	Richard Selby	08/09/2020	06/04/2020	No	Finish
In Progress	Jane Griffiths	Monmouth Day Nursery Ltd	09: Implementation	Kane Gore	08/09/2020	06/04/2020	Yes	Finish
In Progress	Jayde Howard	Fun Foundations Day Nursery Limited	09: Implementation	Amy Ferguson	08/05/2020	06/04/2020		
In Progress	Jayde Howard	Cardiff Bid Limited T/A FOR Cardiff	09: Implementation	Emily Cotterill	09/05/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	The Amelia Methodist Trust Company Limited T/A The Amelia Trust Farm	09: Implementation	Karen Turnbull	09/05/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Industrial Training Services Ltd	09: Implementation	Adam Byard	15/05/2020	06/04/2020		Finish
In Progress	Jayde Howard	Cardiff and the Vale Credit Union Limited	09: Implementation	Leanne Herberg	24/05/2020	06/04/2020		Finish
In Progress	Jayde Howard	T/A Cardiff and Vale Credit Union	09: Implementation	Victoria Agova	29/05/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Bond Digital Health Ltd	09: Implementation	Richard Woolley	17/06/2020	06/04/2020		Finish
In Progress	Jayde Howard	Paperclip App Ltd.	09: Implementation	Lauren Saunders	22/06/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Wild Thing Cardiff Limited	09: Implementation	Louise Moseley	24/06/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Tramsheds Tech Limited	09: Implementation	Kathryn Cordle	06/07/2020	06/04/2020		Finish
In Progress	Jayde Howard	Heath Windows and Doors Ltd	09: Implementation	Anna Ros-Woudstra	13/07/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Cardiff Third Sector Council	09: Implementation	Dan Laxton	13/07/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Bibado Ltd	09: Implementation	Elsbeth Jones	04/08/2020	06/04/2020		Complete
In Progress	Jayde Howard	Size Of Wales	09: Implementation					
In Progress	Jayde Howard	Learning Disability Wales - Anabledd Dysgu	09: Implementation	Joanne Moore	04/08/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Cymru	09: Implementation	Michelle Tuck	10/08/2020	06/04/2020		Finish
In Progress	Jayde Howard	The Urbanists Limited	09: Implementation					
In Progress	Jayde Howard	Gibbonsdown Children's Centre Limited	09: Implementation	Gemma Lees	11/08/2020	06/04/2020		Complete
In Progress	Jayde Howard	Oasis Cardiff	09: Implementation	Richard Eynon	17/08/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Cardiff People First	09: Implementation	Ashlea Harris	18/08/2020	06/04/2020		Request an extension
In Progress	Jayde Howard	Enfys Hapus Nursery and Day Care Centre Limited	09: Implementation	Rebecca Burge	19/08/2020			Complete
In Progress	Jayde Howard	Valeplus (Cymru) & Valeplus Extra	09: Implementation	Mark Mitchell	08/09/2020	06/04/2020		Finish
In Progress	Jayde Howard	Cardiff and Vale Action for Mental Health	09: Implementation	Linda Newton	08/09/2020	06/04/2020		Complete
In Progress	Jayde Howard	Bipsync UK Limited	09: Implementation	Charlotte White	08/09/2020			Complete
In Progress	Jayde Howard	Hijinx Theatre	09: Implementation	Sarah Horner	14/09/2020			Request an extension
In Progress	Michelle Holland	Maid To Help Cleaning Specialists	09: Implementation	Cara Moss	08/12/2019		Yes	Request an extension

EV 21

Webinar Topic/theme	Who	First draft to Gemma by:	Final version to Gemma by:	Final version to Jennie	Publish Date	Progress	Notes	Suitable for lead gen webinar?	Webinar date if applicable
L&D in the workplace	Gemma	-	19/03/2020	23/03/2020	30/03/2020	drafted and stored on SP	Topic changed to agile working in light of Covid-19 pandemic. Includes quote from Hoop Recruitment.	Yes - collaborate with HIVE	31/03/2020
Neurodiversity week is in May – neurodiversity in the workplace?	Amanda (lead) Michelle (support)	23/04/2020	30/04/2020	04/05/2020	11/05/2020	Amanda needs support - call in womens team?	Content quite large and trimmed down into two parts. 1) 'Intro and relevance' which will go into the article and 2) 'Overview and tips' which will go into the webinar.	Yes	26/05/2020
Menopause in the workplace	Hannah	04/06/2020	10/06/2020	15/06/2020	22/06/2020	on track	Could launch new toolkit etc.	Yes	14/07/2020
Agile has become the 'new normal way of working'.How AN2 and FPE support this.	Rhodri	16/04/2020	22/04/2020	27/04/2020	03/05/2020	completed	Look at collaborating with women's prog maybe?	Yes	TBD
Recruitment - What influences recruitment the best talent in an job seekers market (EVP, USP, Values, Mission, etc.)	Michelle	27/03/2020	02/04/2020	07/04/2020	14/04/2020	completed	Will review nearer the date to see whether topic is relevant for a webinar given current climate. Possibly look into uncon bias for webinar.	Maybe	01/10/2020
Managing religious holidays E&D	Caroline	08/05/2020	14/05/2020	19/05/2020	26/05/2020	no progress			
Managing the appraisal process	Hannah	19/06/2020	25/06/2020	30/07/2020	07/08/2020	first draft completed	The webinar will need to happen end of Nov in order to occur before xmas parties start.	Yes	25/11/2020
The publish date is Blue Monday - How about Mental health in the workplace here?	TBA	17/12/2020	06/01/2021	11/01/2021	18/01/2021				

LO3 - Be able to assess the impact of change processes within an organisation

3.1 Measure the effectiveness of the change process in meeting the required objectives.

Stage 8 of the Kotter (1996) change management process is concerned with institutionalising the new approach and making a connection between new behaviours and organisational success. This can only be done by measuring the successes and communicating the outcomes of the change programme.

As Katzenbach et al (2014) stress, those managing change often fail to measure the effectiveness of change being moving on. This failure to follow through, results in inconsistency and deprives the organisation with information that is needed to drive the change to its conclusion.

The important thing to say at this juncture is that the change process is still on-going. However, in order to measure the effectiveness of the change process so far I held a meeting with my line manager where we went through the progress to date and identified future actions.

As noted by Applebaum et al. (2012) stages 7 and 8 of the Kotter Model are complicated to evaluate. Whilst we had raw data and as such, methods for measuring effectiveness such as measuring against objectives, for example, counting the number of webinars developed and delivered, it was still difficult to judge 'effectiveness' (**Evidence 22**) (**Evidence 23**) or what could have been done differently to improve feedback from clients, the smooth running of the change programme or the impact on the business team members.

In terms of measuring the effect on the business team, how they found the experience, what impact limiting their contact with other and clients had was not measured at the start the process. Therefore whilst the happiness survey I ran gathered data, there was nothing to compare it with.

3.2 Identify further work required to embed changes and/or further developments required.

Whilst the change programme is still continuing further changes to the methods of working will need to be embedded further. Working remotely is not new, however, delivering client services remotely is. Some of this has been introduced, more is to follow. Indeed, this may become the only way to deliver. As such the process will need to be evaluated and changes made as a result of this. Could things have been done differently? Of course, as things were discovered (a team member's knowledge of a webinar topic and the new software, another struggling with home working and looking after children) resources could have been allocated differently. However, as Checkland and Scholes (1990) noted, there is in principle no way in which it could be proved or disproved that the selected action was the best way to do it.

As has been mentioned whilst a staff survey was run half way through the process, it would have been more useful to run something at the beginning, during the process and if possible when the changes had become embedded and were seen as the norm. Data could then be analysed and conclusions drawn. This is something I would implement in any future change programmes.

Many of the changes that had already occurred were intangible and easy to forget and 'change' became the new way of working. To overcome this future communication will need to be more constant and considerable effort should be made to communicate the intangibles (Pollack and Pollack, 2015).

3.3 Communicate the key outcomes and the impact of change to stakeholders.

As the change programme has not been finalised I have not had the opportunity to feedback the final findings to all of the identified stakeholders. However, I appreciate that communicating the impact of the change is crucial, as a change plan based on an unexpected event leads to a high degree of discontinuity and disruption in organisational work methods, relationships and roles (Lewis, 1999). These factors need highlighting and stakeholders need to be shown that the pain of change has been worth it.

In line with best practice guidance as laid out in the Kotter (1996) change process I did communicate the following in terms of key outcomes.

Business Team – been involved in the process throughout and were kept up to date with progress of change and its implications on their workloads and on the successes.

SMT/people team – A key stakeholder who were asked to join and attended meetings and updates (**Evidence 24**).

Clients were communicated with via myself with a letter outlining the changes we were going through and how this would impact our relationship (**Evidence 7**). Individual business advisers kept in touch with their own clients, and via marketing, webinars were promoted (**Evidence 25**).

Clients bought into the new webinar programme, as can be seen from the feedback from the client on attending a webinar (**Evidence 26**).

However, I realise that more work needs to be done in this area and in line with CIPD (2019) I would look to bolster email and skype meetings with a final report and focus groups with staff to explore how change has been received and experienced, and the outcomes achieved.

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3.4 Evaluate the effectiveness of own performance in contributing to the management of change.

Throughout this change plan I have referred to the CIPD profession map (2013) and used reflective learning (Taylor and Woodhams, 2016), which has identified the areas in which I am strongest, and those areas in which I need more development. Working through this change experience was difficult in that it was an unplanned change that had huge implications on the way the team works, the relationship with clients and on the commitment and well-being of employees.

The change process at Chwarae Teg started out in a structured and planned way and I feel I have a good grasp on the tools and techniques needed for effective change. I feel I understand the business cases, change, the methodology that needs to be followed and applying them in a way which ensures that projects are managed effectively, and risks mitigated.

Working on the change programme saw me working closely with my team. I understand how people experience change and supported colleagues through it paying attention to potential risks of change resistance and disengagement with the process. I cared for my team's wellbeing and would ensure that processes were in place to assist with this.

However I realise now that I needed to be more effective at conducting ongoing evaluation of the plan, reviewing impact, ongoing risks to delivery and identifying the unintended consequences, rather than tackle these after they had arisen. I tended to address the issues as they arose, rather than systematically plan and anticipate future issues. This would help me to improve my skills when improving when from Band 2 to 3, where I need to be better at completing delivery tools and engaging with senior management (areas 10.15.2). However, this is partly down to my current job role, where I have no direct HR responsibilities.

References

Appelbaum, S. Habashy, S., Malo, J. and Shafiq, H. (2012). 'Back to the future: revisiting Kotter's 1996 change model'. *Journal of Management Development*, Vol. 31, pp. 764-782.

Checkland, P. and Scholes, J. (1990). *Soft Systems Methodology in Action*. Wiley, Chichester.

Katzenbach, J., von Post, R. and Thomas, J. (2014). 'The critical few: components of a truly effective culture', *Strategy+Business*, Spring No. 74, pp. 1-9.

Kotter, J.P. (1996). *Leading Change*. Harvard Business School Press, Boston, MA.

Lewis, L.K. (1999). 'Disseminating information and soliciting input during planned organisational change: implementers' targets, sources, and channels for communicating', *Management Communication Quarterly*, Vol. 13 No. 1, pp. 43-75.

Pollack, J. and Pollack, R. (2015). 'Using Kotter's eight stage process to manage an organisational change program: Presentation and practice'. *Systemic Practice and Action Research*, Vol. 28, pp.51–66.

Taylor, S., & Woodhams, C. (2016). *Studying Human Resource Management* London: CIPD.

Written evaluation of the change processes, including data and main findings

1) Webinar progress.

Name of Webinar	Who Actioned	Webinar written	Notes / handouts written	Webinar Scheduled	Webinar Delivered
L&D in the workplace	Rhodri (lead) Jane (support)	Yes	Yes		23/03/2020
Neurodiversity week is in May – neurodiversity in the workplace?	Amanda (lead) Michelle (support)	yes	Due on 30/04/2020	04/05/2020	
Menopause in the workplace	Hannah (lead) Amanda (support)	Due on 04/06/2020	Due on 10/06/2020	15/06/2020	
Agile has become the 'new normal way of working'. How AN2 and FPE support this.	Rhodri (lead) Caroline (support)	yes	Due on 22/04/2020	27/04/2020	
Recruitment - What influences recruitment the best talent in an job seekers market (EVP, USP, Values, Mission, etc.)	Michelle (lead) Caroline (support)	yes	yes		07/04/2020
Managing religious holidays E&D	Caroline (lead) Rhodri (support)	Due on 08/05/2020	Due on 14/05/2020	19/05/2020	
Managing the appraisal process	Gemma (lead) Hannah (support)	Due on 19/06/2020	Due on 25/06/2020	30/07/2020	
The publish date is Blue Monday - How about Mental health in the workplace here?	TBA	Due on 17/08/2020	Due on 06/09/2020	11/09/2020	

Process changes

STAGE	Client journey	Actions	Allocation	Priority	Deadline
ENGAGEMENT	Qualifying criteria	1. This needs writing for Micros and SMEs	CM	Complete	
		2. Get CY approval		Complete	
		3. Then will need to be shared with Engagement		Low	
	Setting up client files	1. File structure needs changing to reduce number of clicks and duplication of documents which is impacting SP storage.		Low	
		2. How does this link with secure share?		Low	
	Marketing	1. Tri-fold leaflet to be reviewed (ER wants input)		Med	
		2. Newsletter articles scheduled and allocated		Complete	01/04/2020
		3. Lead generation webinars scheduled		Low	26/06/2020
INITIAL SUPPORT	Initial meeting	1. Review paperwork with QPI		Complete	
	Culture survey	1. Improve wording of questions without changing their meaning.		Low	
		2. Consider if monitoring data needs updating/amending		Low	
		3. Review how data is presented to clients.		Low	
		4. Get a 3rd licence for EW.		Med	26/06/2020
	BBI	1. Could 'Forms' feed this data from client into CRM because data is regularly inaccurate/wrong. GL to ask Tech Forum	GL	Low	
		2. Form to be condensed, too long and wordy.	CM	Complete	
		3. Create a Micro offering version	CM	Complete	
	EDS & AP	1. Update wording of report		Complete	
		2. Review suggested actions/outcomes/impacts on template AP		Complete	

		3. Review format, i.e. Report and appendices for AP and survey results		Complete	
		4. GL to attempt to get AP on CRM	GL	Low	
	Focus groups	1. What will it achieve at this stage? Speak to CY.	GL	High	15/05/2020
IMPLEMENTATION	FPE Award	1. Support being missed from implementation. Would benefit from CRM alerts. GL to get added to CRM progress bar.	GL	Low	26/06/2020
		2. Add leadership training for women as criteria for Leading Award.		Low	26/06/2020
	2nd culture survey	This is currently part of implementation but is monitored on CRM at stage 11. It needs moving to stage 9. GL to make request to Tech Forum		Low	26/06/2020
	Recognition for Micros	1. Create assessment process. (Liaise with Commercial as they have similar requirements)			29/05/2020
		2. Design logo and branding with Marketing			12/06/2020
	Webinars	1. Identify gaps in provision	HB	Complete	29/05/2020
		2. Set up schedule for July 2020 onwards.	GL	High	29/05/2020
	Workshops	1. Identify gaps in provision	GL	Med	26/06/2020
		2. Set up schedule for Sept 2020 onwards.		Low	
	Workshop/webinar bookings	Identify a better way of booking, monitoring and evidencing attendance. Eventbrite? Click dynamics?	GL	Complete	
	Supplementary information	1. Review gaps in resources: i.e. topics, handouts, platforms	CM & HB	Complete	WIP
		2. Update resources		Complete	
		3. Pass to ILM for branding		Low	
	Moodle	1. Work with ILM to develop new site.	GL/CY	High	26/06/2020
		2. Develop content			

Rhodri Packman

From: Rhodri Packman
Sent: 24 April 2020 09:55
To: Gemma Littlejohns
Subject: RE: evaluation_meetingnotes.docx

Hi Gemma,

Thank you ☺

Cheers

Rhodri

Rhodri Packman

Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

From: Gemma Littlejohns
Sent: 24 April 2020 09:07
To: Rhodri Packman
Subject: evaluation_meetingnotes.docx

Hi Rhodri

Thanks for the meeting. I've had a read through of the evaluation action plan and agree this is what we have done—lots more we need to measure and then communicate it all to SMT but thanks for putting this together.

Take care
Gem

Gemma Littlejohns Assoc CIPD

Senior Business Partner / Uwch Bartner Busnes
Mobile / Symudol: 07581 249940

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.

Rhodri Packman

Subject: Business Team Meeting
Location: Microsoft Teams Meeting

Start: Wed 22/04/2020 12:00
End: Wed 22/04/2020 12:30

Recurrence: (none)

Meeting Status: Accepted

Organizer: Gemma Littlejohns
Required Attendees: Gemma Littlejohns; Business Team; SMT
Optional Attendees: Jane Griffiths; Alison Dacey; Laura McKeown; Hannah Botes; Claire Foster; Bob Hicks; Amanda McNamara; Michelle Holland; Rhodri Packman; Chris Yanez

SkypeTeamsProperties: dc28-4cb7-9260-025e86a3a5cf%22%7d
{ "cid": "19:meeting_OWM4MzI4YWMTZmZi00ZTAzLWJhYWYtMmRiODFmMmNIZTE3@thread.v2", "private": true, "type": 0, "mid": 0, "rid": 0, "uid": null }

Hi all

As per Chris' request, this will be the first of our fortnightly team meetings.

SMT will be joining for us for an update on progress

(Note to BPs: This replaces our BP catch up this week)

Thanks
Gem

[Join Microsoft Teams Meeting](#)

The screenshot shows a web browser window displaying the Chwarae Teg website. The address bar shows the URL: <https://chwaraeteg.com/news/agile-working-webinar-for-businesses/>. The browser's taskbar at the bottom includes icons for Windows, search, and various applications like Edge, File Explorer, and Microsoft Word.

The website header features the Chwarae Teg logo and a navigation menu with links: About Us, Success Stories, Projects & Campaigns, FairPlay Employer, Events, Policy & Research, and a green button labeled 'Get involved!'. A secondary navigation bar contains links for News & Features, Connect Us, Careers, and Cymroeg.

The main content area has a purple background with the word 'WEBINAR' in large, stylized letters. The title 'Agile Working webinar for businesses' is prominently displayed, with the date '26th March 2020' below it. A central graphic shows a hand-drawn illustration of a desk with a microphone, a lightbulb, a pencil, and an open book, with the word 'WEBINAR' written across it. To the right of the graphic is a 'Share this' button.

Below the main graphic, there is a 'Post' section, a 'Linked to' section with a link to 'Agile Nation 2 Business Programme', and a 'Tweets by chwaraeteg' section.

Rhodri Packman

From: Rhodri Packman
Sent: 06 May 2020 16:20
To: Hannah Botes; Caroline Mathias; Michelle Holland
Subject: RE: Feedback from Recruitment Webinar

Thank you for sharing Hannah.

Well done everyone 😊

Cheers

Rhodri

Rhodri Packman
Business Partner / Partner Busnes
Mobile / Symudol: 07852 966163

From: Hannah Botes
Sent: 06 May 2020 16:13
To: Rhodri Packman; Caroline Mathias; Michelle Holland
Subject: Feedback from Recruitment Webinar

Hi All,

I have had a 1-2-1 session today with Baglan Bakery. Lisa the owner was on the R&S webinar yesterday and wanted to pass on her feedback. She found it very informative and well presented. She loved the idea of adding a framework to the job descriptions and will be implementing this. She will be adding other elements such as application form and values to her process.

Kind Regards

Hannah Botes
Client Partner / Partner Cleient
Mobile/ Symudol: 07852 965771

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.