

Name: Alys Owens

Student Number: 2005306

CIPD Membership Number: 56652305

On the job training: Responses to Questions 1 & 3. 5KMOC

1.

I had a discussion with my line manager on Tuesday 12th October about the “Core Knowledge” area of “Change” that I need to hold and develop within as a HR professional. I broke the 3 areas down of knowledge, skills and ability and evaluated them. This helped me identify one developmental need.

Knowledge

I feel that my knowledge of Change is fully working at Foundation Level. I feel that my knowledge of change is also working at Associate Level with one exception being that I have little knowledge of continuous improvement tools so I need to research examples of those. I have been fortunate to be involved with Change Management projects. I have also learnt through my course about change models.

Skills

Because I have a high level of IT skills I do feel that I am skilled at Foundation Level to formulate and draft a business case that captures what is required. I do feel that I have strong planning skills and the skills to deliver an activity or event which is required at Associate Level. I also feel able to collect and analyse data at Associate Level. I have some skills in promoting continuous improvement as a result of my health and safety responsibilities. The company uses the Plan Do Check Act approach in this function to aim to continuously improve. I also feel confident in my skills to deliver training, speak to small to large groups, chair meetings to explain change.

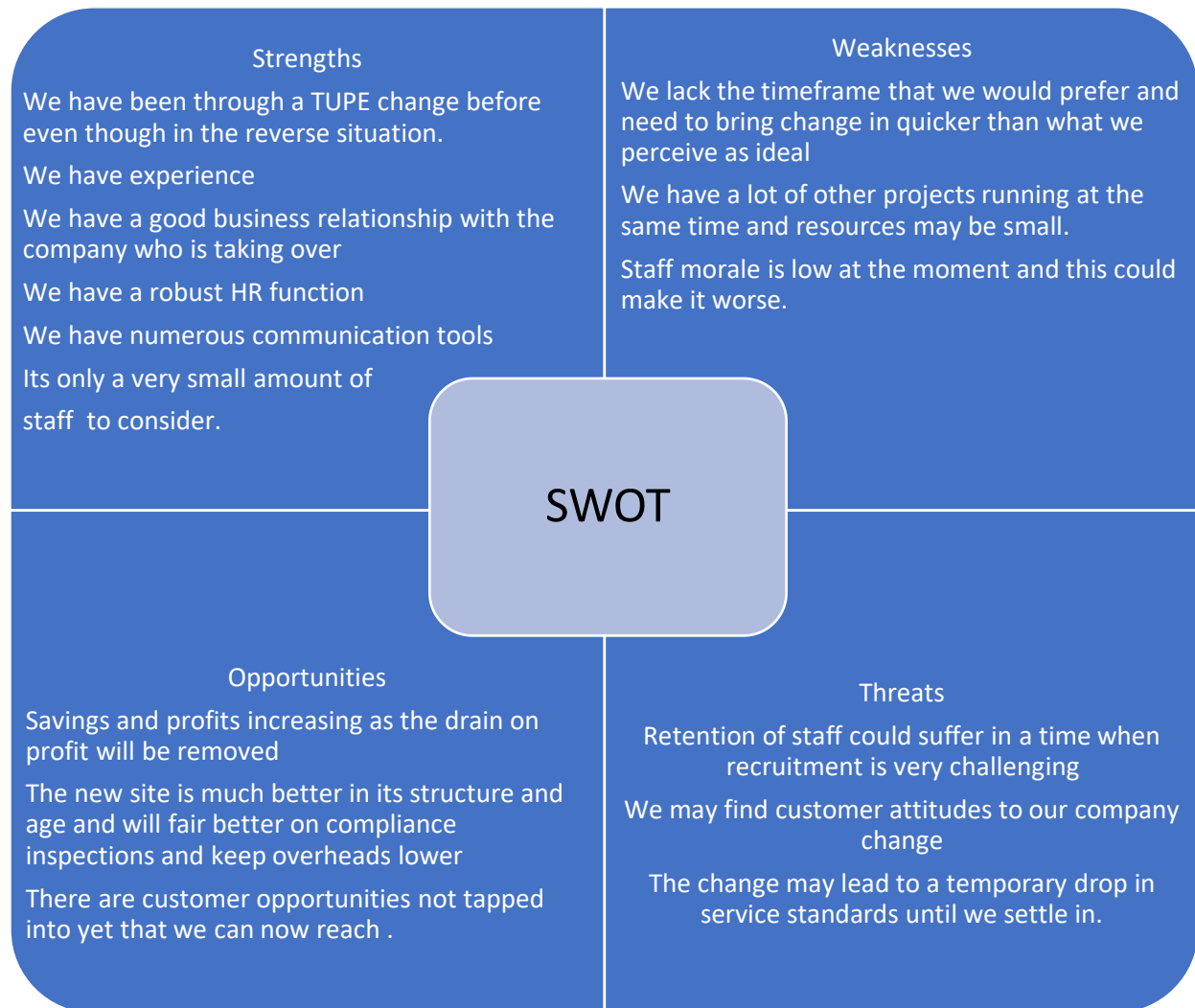
Ability

With respect to ability I do feel able to work fully at Foundation Level and Associate Level. I also feel able to support someone working at Chartered Level in that I could contribute and assist them and be confident that I could participate and follow conversations about what is needed to be done. I am also able to see where my role sits with change management and I am able to see areas where I can add value.

Word Count: 322

2.

The impending change in our organisation is that we are selling part of our business at our Cardiff depot to a competitor and some employees will be subject to TUPE. We will be leaving them at the existing site and relocating the remaining staff and section of the business to a new site.



In discussing the HR implications with my manager, I can summarise it as follows:

TUPE

HR will need to examine any legal implications of the TUPE change, especially as it is tight for time to ensure there are no unfair dismissal claim potentials. The manager of the depot firstly will need help and guidance on what TUPE involved from the HR function. Their knowledge is low in this area. Support for this person will be required from start until the end. HR will have to assist in the drafting of a Change Plan and the necessary correspondence that will need to be sent to those affected. HR will need to support the manager with any consultation meetings, either with a script and agenda or in their actual delivery. Communications will need to come from the HR function and a communication plan drafted.

HR may also be asked to talk to the HR function at the company who is taking over the employees. There are time frames for certain employee information to be handed over that will need to be met and will come from the HR function. This information is held by HR and consists of the employee's employment entitlements and personal detail. GDPR will also have to be managed by HR.

SITE CHANGE

There will be a need for HR to provide or facilitate consultation and communications to staff on the intended site move. This could be by supporting the depot manager in a group meeting where staff are told all at once or through individual consultation followed by written notification. There may be a need for HR to be present in any proposed staff visit to the new site.

There may be a need for a Q&A information sheet to be written by HR to answer employees queries and to be available to staff. If morale is low HR may have to initiate a staff engagement activity to mitigate this. HR may also need to prepare for staff losses and in advance have recruitment adverts ready to go out if needed. There could also be grievances raised by employees that HR would need to investigate. There may be drops in performance that HR may be asked to be involved in managing.

HR will also be involved in reviewing terms and conditions of employment in that employees "place of work" will need to be updated. There could be some changes in role holder's duties and responsibilities that require changes to job descriptions. There may be a need for new roles.

Any training needs identified as a result of the move may also need input from HR.

Word Count: 517

3.

Stakeholder Map for TUPE & Site Move

Stakeholder Mapping Worksheet

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

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Employees at Cardiff site	High	High	Key players: Keep Informed & satisfied
Take-over company representative (MD & HR)	High	High	Key player: Keep informed & satisfied
Our company MD	High	High	Key player: Keep informed & satisfied
Our Depot Manager	High	High	Key player: Keep informed & satisfied
Customers	Low	High	Keep informed of change when needed
HR Manager	High	High	Key player: Keep informed & satisfied
Employees at other sites	Low	Low	Minimal effort but will need to let them know of the changes within the business
Telephone operators	Low	High	Will need to be informed of new site and pending new customer base
Delivery drivers & suppliers	Low	High	Need to be informed of new site address once opened

Finance function	High	High	Key player: Need to be aware of costings & invoice changes plus wages.
Utility providers	Low	Low	Final readings to be submitted when ready
Enforcement agencies	High	High	Key player: Need to be informed of change of address of business operation as soon as possible. Legal requirement

Please note:

No trade union presence at site.