

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Understanding the Management of Change – On the Job Training

Word Count: **1262**

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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.

Signed:

A handwritten signature in black ink, appearing to read 'Duncan Hook', is written over a light grey rectangular background.

Date: 17/10/2021

1. Meeting with manager to discuss my development needs in working within change management

Meeting with my manager Julia, we discussed my current experience with change management. In the capacity of my role, my input through change has mostly been supportive and transactional where the CIPD Level 5 course and profession map point to a more active participation role. We talked about experiences and tasks which would help me reach the level expected by the CIPD:

- Using data is already a development focus for me this year. Using this data persuasively when working with stakeholders is the aim; particularly in conversations about retention, recruitment and attendance. Julia and I have planned for me to build a report template for starter, leaver and absence data, which I can then set our admin team completing each month to regularly access this key information.
- In terms of supporting communication, I currently have most contact with middle management and not much time spent with senior leadership or lower level roles (aside from absence management). We have arranged for me to attend both monthly strategic meetings for upcoming change in finance and also to have a quarterly presence in the accountant team meetings to hear their concerns and share HR related information to start building these connections. This work will also enable me to better understand how these stakeholders receive information and is something we want to try in my other areas; time willing.
- Julia shared that there is a plan for HR to take a more active role in the planning of hybrid working roll out. During this there will be continuous monitoring of feedback to understand trends in teams and areas for improvement. Julia will see if I can have access to this information as well.
- We agreed that I have already had some exposure to planning change, although my other manager Jo has asked for me to have a more active role in planning for an upcoming TUPE transfer project in Social Care. The plan will be for me to have input in the communication plan and support in the consultation phase.
- I have already assisted on an ongoing competency payment project for Social Workers and Julia has agreed to involve me (or allow me to shadow) with upcoming projects in her areas to help me to see the different approaches to different types of change process. Over time we have agreed for me to support on a few other change projects.

2. SWOT Analysis and Discussion of upcoming TUPE transfer project with manager

Meeting with my manager Jo, we discussed the needs from HR for an upcoming TUPE transfer of Cymer Ofal, a private sector care home coming over to the Authority. Staff had been informed but this had been done inconsistently with some staff absent for the initial briefing. This has unfortunately led to discontent from staff, increased absence, resignations and threat of more. The SWOT was a summary of both the benefits for staff in the transfer and the areas we as HR would need to focus on to improve the situation as we become involved during the consultation period:

- Communication is the major area for us to focus on. A comms strategy is needed for the staff concerns to be addressed. A group consultation with staff is already planned and there is a requirement for HR to work with managers to help identify the key messages for staff:
 - Why the changes are happening
 - That their concerns will be heard
 - Who will be impacted and what changes will occur for them.
 - The benefits of being a council employee over the current employment – job security, terms and conditions, holiday benefits
 - Highlight support for managers from other council departments who can help the smooth running of services and clear issues.
 - Individual meetings with managers and staff who's employment may change as a result of the TUPE – notably supervisory staff
 - Expectations around travel
- Gather feedback from stakeholders to help inform the strategy
- Terms and conditions need to be agreed. While majority of staff will benefit, there are certain staff who's current terms are better as they were with the company for a longer period. Jo to align on these with Cathy and Jon on what is appropriate.
- Liaise with unions to ensure they are up to date with the rationale and what changes will take place.
- Pick up with managers of staff who are absent to understand current absence management process and ensure the employees are aware of the Authority's procedure.

SWOT ANALYSIS

TUPE Cymer Ofal to PCC

STRENGTHS	WEAKNESSES
• Majority of staff will transfer over with better Terms and Conditions under the Authority • The current registered manager of CWAID has many years experience in the private care sector and in public service so is well aware of the differences and expectations • Improved job security with the Authority • Funding currently consistent under the Authority • Access to other departments such as commissioning, contact centre, HR, occ health which will support the staff and running of the site • Redundancy will not be necessary but staff have been asked to be flexible about location of work as would be expected under the authority.	• For some more tenured employees the terms and conditions of employment are less favourable under the Authority • Communication has been inconsistent up to this point – not everyone present at initial announcement • HR not yet been involved in strategy • Restructure required as there are multiple supervisor roles which don't translate into the Authority's structure

OPPORTUNITIES	THREATS
- Lack of procedures and resource to tackle absence and misconduct - Building needs updating to current standard – engage with PCC Building Maintenance department - Better communication of the changes as staff are unhappy but also ill-informed of the change - Union involvement – will need to agree on new terms and changes – communicate with them to understand the changes	- Staff unhappy with changes – perception of the Council being autocratic in the social care sector - Higher absence rates since announcement of changes - Two resignations since announcement of changes - Higher leaver numbers expected - Staff unwilling to transfer location if required

3. Stake holder map for TUPE transfer

Stakeholder Name	Level of Influence	Level of Interest	Stakeholder Grouping	Notes
Managers	High	High	Key Players	Update on the reception of change from staff. Support with communication strategy Update on the restructure changes
Supervisors	High	Low	Keep Satisfied	Keep updated regarding potential restructure Keep updated re. terms and conditions as agreed
Care Staff	High	Low	Keep Satisfied	Consult and gather feedback – share successes Communicate benefits
Union Representatives	Low	High	Keep Informed	Terms and Conditions as they are agreed
Registered Manager - CWAID	High	High	Key Players	Update on the reception of change from staff. Update on the restructure changes
Social Care Wales Workforce Development	Low	High	Keep Informed	Workforce Planning

PCC Social Care Corporate Partners	Low	High	Keep Informed	Potential Budgetary concerns re. Terms
HR Administration	Low	High	Keep Informed	Change of circumstances – on boarding with our systems
IT	Low	Low	Minimal Effort	Equipment required
Facilities	Low	Low	Minimal Effort	Equipment required
Digital Marketing	Low	Low	Minimal Effort	Update presence on website
Building Maintenance	Low	High	Keep Informed	Building added to portfolio – potential works needed