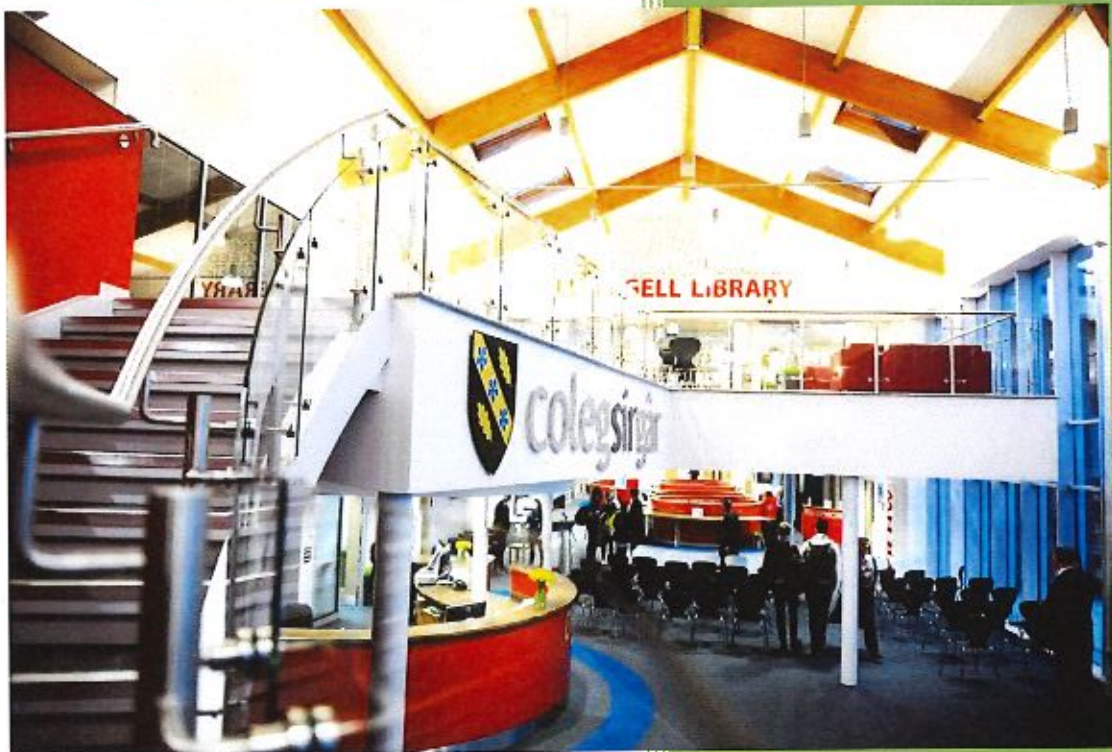


2019

Contributing to the Management of Change – New Induction Day Process



Nia Williams

Coleg Sir Gar

11/25/2019



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the management of change

Word Count: 3996

Student Name: Nia Williams

Student Number: 1806523

CIPD Membership Number: 53274221

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: N. Williams

Date: 25 November 2019

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Candidate name: Nia Williams				CIPD Membership/registration No: 53274221		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
	Contributing to change management	LO1 – Be able to plan for the implementation of change processes within an organisation 1:1				
			Old Induction Format	EV 1:1		
			Old Induction Feedback	EV 1:2		
			CSG turnover rates	EV 1:3		
			CSG Sickness rates	EV 1:4		

		Minutes from a meeting between myself, HR Officer, Assistant HR Officer and the Director of HR to discuss the need for the change and benefits of the change. It also demonstrates a plan/format that we put in place for the new induction day.	EV 1:5		
	1:2, 1:3, 1:4	Change Plan	EV 1:6		
		Gantt Chart	EV 1:7		
	1:5	Confirmation from my line manager that the facts were clearly established and the plan was effectively communicated to her.	EV 1:8		
	LO2 – Be able to implement a change plan				
	2:1	Demonstrates me communicating the change to the Principle and the Assistant Principles by email.	EV 2:2		
		Demonstrates me communicating the change to managers by email for them to release their staff to attend the day.	EV 2:3		
		Demonstrates me communicating the change to managers that previously spoke in induction. This was done by phone which was followed up by email.	EV 2:4		

			Demonstrates me communicating the change to my colleagues in a HR meeting. This was documented in HR minutes.	EV 2:5		
			Demonstrates me communicating the change to new employees. This was done by email and a formal letter where they would sign and return to say they would be attending on the day.	EV 2:6/EV 2:7		
		2:2/2:3	Email demonstrating a positive working relationship with employees by keeping them informed of the change via email	EV 2:1-2:7		
			New induction day feedback to show building relationship	EV 2:8		
			Email to show that I maintained a positive working relationship with employees by keeping them informed of the change regularly via email.	EV 2:6 and 2:7		
			Example of induction pack given to employees on the day	EV 2:9		
			Email support to line managers helping to find cover for their members of staff to attend induction.	EV 2:10		
			New feedback form for induction	EV 2:8		
			Email to demonstrate that the support given was helpful and relationship skills were positive.	EV 2:11		

	2:4	Telephone conversation demonstrates me agreeing and making adaptations leading up to the induction day.	2:12		
	2:5	Excel spreadsheet to show me maintaining records of the change process in line with organisational requirements	2:13		
		Induction College Policy	2:14		
		Staff development documents to show me maintaining records of the change process in line with the college policy	2:15		
		Confirmation from my line manager that my contribution was effective and met requirements	2:16		
	LO3 – be able to assess the impact of change processes within an organisation 3:1	Feedback demonstrates the effectiveness of the change.	2:8		
		Previous feedback	1:2		

	3:2	Further work required to embed changes and/or further developments required from feedback indicated by employees	2:8		
	3:3	Email demonstrating my effectiveness of communicating the findings to my line manager.	3:1		
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:		N Williams		Date:	25 November 2019

The change:

The change imposed is a shift from the traditional full day induction day which consists of 14 speakers and 14 different PowerPoint presentations, to an informal day where the Principal will give an introduction to the college along with the vision/mission where the Assistant Principals will also join. The idea is to get the Assistant Principals to sit amongst the new employees where the employees can get to know them in an informal manner and ask any questions. Instead of the session taking all day, the session will be approximately two hours in the morning. To replace the traditional buffet food, a breakfast buffet such as tea, coffees, pastries and biscuits will be provided.

LO1: To 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.

The need: Currently the induction day is outdated and is “death by PowerPoint”. There are currently 14 different PowerPoint presentations and speakers on the day. Evidence 1:1 is an example of the current induction format that is in place. As indicated by the employees themselves from feedback forms, the induction day is seen as long, too much detail and death by PowerPoint (evidence 1:2). The main driver of the change is the employees themselves and their feedback from the current induction day. The idea is to change to an informal day where the Principal will give an introduction to the college along with the vision/mission where the Assistant Principals. The idea is to get the Assistant Principals to sit amongst the new employees where the employees can get to know them in an informal manner and ask any questions. Instead of the session taking all day, the session will be approximately two hours in the morning.

The vision:

- For employees to have a more enjoyable induction day experience
- To receive more positive feedback
- For retention to increase
- For sickness absence rates to decrease

The objectives:

- To provide a more rigorous induction day process for new employees where they can be more involved and ask questions to both the Principle and the Assistant Principals.

According to CIPD (2018), a SWOT analysis is a planning tool which seeks to identify the Strengths, Weaknesses, Opportunities and Threats involved in a project or organisation. It's a framework for matching an organisation's goals, programmes and capacities to the environment in which it operates. Below is a SWOT analysis on the change imposed:

Strengths: This change will bring a positive first experience of the college as it's a more informal approach than previously. According to CIPD (2019), an effective induction process will mean that the employee integrates into the team better and becomes productive quickly. New employees will understand the organisation values and culture better and employees will work to their highest potential. An effective induction day also needs to give a positive first impression of the organisation. It would also mean that retention will improve as in academic year 2018/2019 turnover rates were 16.4% which is much higher than the previous year 2017/2018 where the turnover rate was 9.0% (Evidence 1:3)

It would also mean that sickness absence rates would improve as within CSG sickness absence rates are above the national average rate of 4.1 days per employee per annum (Office for National Statistics 2018). Academic year 2017/2018 saw an average absence rate of 4.5 days per employee, which increased to 5.1 days per employee in academic year 2018/2019 (Evidence 1:4).

Previously, employees experienced “death by PowerPoint”. The new induction day will be a shift away from this where only the Principle will give a PowerPoint presentation. This would mean that it would free up management time of those who previously had to be involved in delivering PowerPoint presentations. New employees will have more opportunity to have one to one discussions with the Assistant Principles and the Principle and have the opportunity to ask questions.

Weaknesses: According to CIPD (2019), a weakness would be that if not effective, it can cause low morale, additional cost and time for recruiting a replacement and it can also cause damage to the organisations brand. If it is not effective, it may also lead to a poor first impression of the college. Another weakness could be that people may not want to welcome the change because the process has always been the same. Speakers that previously spoke may be offended if they are no longer apart of the induction day going forward.

Opportunities: The new induction process will be a more robust process. It will bring a more positive outlook of the college from the perspective of new starters and competitors. There is an opportunity to increase morale, engagement and improve retention/sickness rates in the college. There will also be more opportunity to ask questions. There is also an opportunity and need for this change, as it was indicated from feedback.

Threats: There is a technological threat with competitors, as University of South Wales have started to use a technology app to welcome their new employees (University of South Wales, 2019). With more millennials entering the workforce, this is something they would prefer. With the recent redundancies this is something that the college can’t afford currently. There is a threat of other colleges and Universities following in the footpath of South Wales with their app.

Evidence 1:5 demonstrates a meeting between myself, HR Officer, Assistant HR Officer and the Director of IIR. In this meeting, the need for change was discussed and the potential benefits of that change. It also demonstrates a plan/format that we put in place for the new induction day.

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

Stakeholder mapping (Thompson, 2018)

Stakeholder name	Influence Level	Level of interest	Stakeholder Grouping
Executive Board e.g. Principle, Assistant Principles	High	High	Key Players
New employees	High	High	Key Players
Managers	Low	High	Keep informed
HR	High	High	Key Players

Executive Board – This group would have high influence level and high level of interest in the change. The Principle and the Assistant Principles are key players in the day as the Principle is expected to give a presentation and the Assistants are expected to attend in order for the new employees to ask questions and get to know them better.

New employees – This group would also have high level of influence and high level of interest in the change making them key players. First impressions of the college are very important to new employees and the core reason for an induction day is to get employees to buy into the organisations values and behaviours. It's important that the induction day is effective in order to retain employees. It's important that employee feedback is positive from this group.

Managers – This group would have low influence over the change but high level of interest as they will need to make reasonable adjustments for their employees in their departments to attend the induction day. It's important that this group are kept informed in advance of when the induction day is happening.

HR- This group would have high level of influence and high level of interest in the change. HR organise the day and are the ones that will change the process in order to make it more effective. HR are also the ones that look at employee feedback and put actions in place to improve the process. They have high levels of interest because they want to improve retention rates and decrease sickness absences. They also want to encourage high performance and motivation.

Support requirements

Stakeholders identified	Support requirements
Executive Board	• Support of HR to assist with presentation on the day. • To organise diary for the event.
New employees	• Help to navigate their way around the internal intranet to find PowerPoints. • Materials to be provided on the day e.g. policies, pay slip information, MyView information etc. • HR contact numbers/emails if they

	need further guidance. • Finance contact numbers/emails.
Managers	• To help organise any staffing problems in the area if members of the team are attending the induction day.

From using the ACAS (2019) guidance, I have developed a communications strategy for the above change.

Company Profile	CSG is a further and higher education college based in Carmarthenshire. There are Severn campuses including Graig, Ammanford, Pibwrlwyd, Gelli Aur, Jobswell, Cardigan and Aberystwyth. There are approximately 1000 employees, which are made up of lecturing, academic and support staff (Coleg Sir Gar, 2019).
Issue	Poor feedback from new employees from the current induction process. A poor induction will lead to high turnover, high absenteeism, poor performance and de-motivated employees. Sickness absence rates within CSG are above the national average rate of 4.1 days per employee per annum (Office for National Statistics 2018). Academic year 2017/2018 saw an average absence rate of 4.5 days per employee, which increased to 5.1 days per employee in academic year 2018/2019. Turnover rates also needs to be addressed as in academic year 2018/2019 turnover rates were 16.4% which is much higher than the previous year 2017/2018 where the turnover rate was 9.0%. The main reason for the major increase is down to redundancy where 21 people took voluntary redundancy and 41 people resigned.
Research	Staff surveys have indicated that the current induction day is “death by powerpoint”, “a long day”, “too much information” “too much information that doesn’t apply to my job role”.
Communication objectives	The objective of the message is to: • Communicate the change in advance to employees. • To highlight the benefits of the change. • Explain what the new induction will entail.
Audience	Executive board, Managers, new employees and HR.
Key Messages	Executive Board – To this group, I will need to explain that the current induction day process will change from being all day to

	being two hours in the morning. I will also explain that only the Principle will be speaking and delivering a presentation and the Assistant Principles will join in order to introduce themselves to new employees and answer any questions they may have. Managers – To this group, the message will also be that the induction will be changing and that they will need to release their staff in order to attend. I will also let the managers that previously spoke in induction that they are no longer needed as the induction process has now been changed and that only the Principle will be speaking. New Employees – I will also let new employees know that the induction day process will be changing along with details of what to expect on the day. HR – My colleagues in HR have all had input in the development of the new induction day, however the final product will be communicated to them formally in a HR team meeting.
Channels	I will send an email to the Executive board and new employees explaining the above. I will also send out an invite letter to new employees for them to sign and return that they are attending. I will also make a telephone conversation to managers who previously spoke explaining the reasons for the change. Face to face communication will be used to communicate to my HR colleagues.
Risks	Some members of the Executive board may not be fully on board with the new change. They may see it as taking up their time if they have to sit in induction for two hours. Another risk may be that managers that used to speak may feel deflated as they are no longer needed in the induction day. Another risk may be that some people may resist the change as the process has been the same for many years. They may not like the idea of changing to a more informal process. This can be linked to Kubler Ross Change Curve where they may feel “Anger”. It can also be linked to the DREC model where they may feel “denial” (Kew and Stredwick, 2010).
Measurement/Review	I can compare feedback from the old process to the new process to see how positive the feedback is in comparison. From this, I will be able to understand what worked well/what needs to improve for the next induction day.

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

The following is a timeline of events required for the change process:

- HR to organise a date for induction with Principle/Assistant Principles.
- IIR to email/phone previous managers to inform them they are no longer required to take part in the new induction.
- HR to inform Principle/Assistant Principles of new change.
- HR to send email to new employees informing them of the change/ the process.
- IIR to send email to managers for them to release their members of staff to attend.
- HR to send an email to managers to ask if they need help finding cover for the members of staff attending induction.
- HR to organise induction packs for new members of staff e.g. feedback forms, information on how to find college policies, MyView details, payslip information.
- HR to create placemat name tags for each new member of staff.
- HR to organise light refreshments from canteen (£25.00 roughly for a variety of light refreshments for 18 members of staff)
- IIR to organise care takers to help prepare boardroom.
- Approximately 2 hours of the Principle and Assistant Principles time to attend on the day to deliver the session.

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

A change plan, including objectives, actions and timescales for implementing the new induction day can be seen in evidence 1:6.

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

Evidence 1:8 is confirmation from my line manager that the facts were clearly established and the plan was effectively communicated to her.

EVIDENCE

L01

EV 1:1

INDUCTION FORMAT - 13 June 2019

Employees Requested to arrive at 8.45 am for prompt 9.00 am start

TIME	SLOT	SPEAKERS	CONTENT	ACTION
8.45			REFRESHMENTS (Tea/Coffee)	
9.00 - 9.10	10 mins	RD	General Introduction/Domestics - Fire Exits, Toilets Etc, purpose of Induction	Slide 1
9.10 - 9.30	20 mins	RD	Induction Course Questions & Answers Handout	
9.30 - 10.00	30 mins	AC	Principal Welcome and Introduction to the College	AC arrive in Boardroom from 9.20 am
10.00 - 10.05	5 mins	BREAK		
10.05 - 10.30	25mins	MMW	Data, Funding, Performance and Data Protection	
10.30 - 11.00	30 mins	MM	Skills & Curriculum	
11.00 - 11.05	5 mins	BREAK		
11.05 - 11.30	25 mins	ST	Computer Services & Acceptable Usage Policy	Sign Confirmation of Receipt of Policy
11.30 - 11.55	25 mins	AD	Staff Development, Appraisal & Quality	Complete T&D1 (Short Course Form)
11.55 - 12.10	15 mins	ND	Business Innovation & Estates	
12.10 - 12.30	20 mins	RP	Finance & Procurement	
12.30 - 1.15	45 mins	LUNCH		
1.15 - 1.35	20 mins	JM	Reprographics/Library Services/Courier Service	
1.35 - 1.50	15 mins	SH	Learner Progression	
1.50 - 1.55	5 mins	BREAK		
1.55 - 2.05	10 mins	SM	Pension Schemes - LGPS and TPA	
2.05 - 2.25	20 mins	CH	Estates / Environment / Health & Safety	
2.25 - 2.45	20 mins	NN	Equality and Diversity/ Learner Support/Safeguarding ????	
2.45 - 2.50	5 mins	BREAK		
2.50 - 3.05	15 mins	AJ	Promoting a bilingual culture, the Welsh language and a Welsh ethos in our college ?????	
3.05 - 3.25	20 mins	RD	Go through questions asked and check all covered	Slide 3
		RD	Evaluation Form to be completed and returned	
		RD	Draw attention to HR on Gateway, My View, Employee benefits	Slide 2

FFURFLEN WERTHUSO'R DIWRNOD CYNEFINO

EV 1:2

Enw:	M. MENNA DAVIES				
Teitl eich Swydd:	ESA.				
Adran:	MYNEDIAD RHYDAMAN				
Dyddiad y Cwrs Cynefino:	14/3/2019				
Rydym yn gwerthfawrogi eich amsiad o'r Diwrnod Cynefino yn fawr ac er mwyn i'r Adran Adnoddau Dynol wella ei gwasanaethau, byddai o gymorth os gallech ateb y cwestiynau canlynol. Rhowch gylch o amgylch y rhif priodol yn y blychau isod gan ddefnyddio'r raddfa ganlynol:- 1 = Anghytuno'n Gryf 2 = Anghytuno 3 = Cytuno 4 = Cytuno'n Gryf					
C1.	Roedd y Diwrnod Cynefino yn cyflawni ei bwrpas yn llawn	1	2	3	4
C2.	Roedd y modd yr oedd y diwrnod wedi'i weinyddu/ei drefnu o safon uchel	1	2	3	4
C3.	Roedd hyd a chyflymdra'r cwrs yn briodol	1	2	3	4
C4.	Roedd safon gyffredinol y cyflwyno yn glir ac yn ddealladwy	1	2	3	4
C5.	Roedd ansawdd ac eglurder y deunyddiau/gwybodaeth a ddarparwyd o safon uchel	1	2	3	4
C6.	Roedd y cwrs yn diwallu fy anghenion personol fy hun a chafodd fy holl gwestiynau eu hateb	1	2	3	4
C7.	Rhowch grynodeb byr o'ch argraffiadau cyffredinol. Dywedwch p'un a oes angen ymdrin ag unrhyw agweddau ar y Diwrnod Cynefino yn fwy/llai manwl a nodwch unrhyw bynciau eraill y mae angen rhoi sylw iddynt. Oes gennych unrhyw awgrymiadau ar gyfer gwella'r diwrnod? Roedd y diwrnod braid yn hir i gyntaf yn holl wybodaeth. Roedd llawer o'r pynciau wrath ni drafod ddin yn addas at ni, ond er ni, diwrnod hwylus a diddorol.				
C8.	Pa dri gair sy'n disgrifio orau eich barn gyffredinol am y Diwrnod Cynefino? Diddorol, Braid yn hir. Digon o gwybodaeth				

INDUCTION DAY EVALUATION FORM

Name:	STACEY PANICO				
Post Title:	LECTURER				
Department:	CREATIVE INDUSTRIES				
Date of Attendance on Induction Course:	14/03/2019				
We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions. Please circle the appropriate rating in the boxes below using the following scale:- 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree					
Q1.	The Induction Day fully met its purpose	1	2	3	4
Q2.	The administration/organisation of the event was of a high standard	1	2	3	4
Q3.	The length and pace of the course was appropriate	1	2	3	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	4
Q5.	The quality and clarity of the materials/ information provided was of a high standard	1	2	3	4
Q6.	The course met my own personal needs and all my questions were answered	1	2	3	4
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day?				
Q8.	What three words best describe your general opinion of the Induction Day?				
Informative, friendly but long.					

INDUCTION DAY EVALUATION FORM

Name:	Sharon Millar
Post Title:	Learner Support Mentor - Gynnydd
Department:	Learner Support
Date of Attendance on Induction Course:	14/3/19

We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions.

Please circle the appropriate rating in the boxes below using the following scale:-

1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

Q1.	The Induction Day fully met its purpose	1	2	3	4
Q2.	The administration/organisation of the event was of a high standard	1	2	3	4
Q3.	The length and pace of the course was appropriate	1	2	3	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	4
Q5.	The quality and clarity of the materials/ information provided was of a high standard	1	2	3	4
Q6.	The course met my own personal needs and all my questions were answered	1	2	3	4
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day? Very thorough & informative but perhaps a little too much detail given on some areas which could be shortened				
Q8.	What three words best describe your general opinion of the Induction Day? Informative Passionate Informal.				

INDUCTION DAY EVALUATION FORM

Name:	Collette Webster				
Post Title:	SFI Claims & Admin Officer				
Department:	SFI				
Date of Attendance on Induction Course:	14/03/19				
We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions. Please circle the appropriate rating in the boxes below using the following scale:- 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree					
Q1.	The Induction Day fully met its purpose	1	2	(3)	4
Q2.	The administration/organisation of the event was of a high standard	1	2	(3)	4
Q3.	The length and pace of the course was appropriate	1	2	(3)	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	(4)
Q5.	The quality and clarity of the materials/ information provided was of a high standard	1	2	(3)	4
Q6.	The course met my own personal needs and all my questions were answered	1	2	(3)	4
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day? helpful day & good to meet the team & be pointed to Sharon where/who to contact for any questions/issues.				
Q8.	What three words best describe your general opinion of the Induction Day? Useful				

INDUCTION DAY EVALUATION FORM

Name:	Hayley Jones				
Post Title:	Learner support mentor				
Department:	Learner Support.				
Date of Attendance on Induction Course:	14/3/19.				
We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions. Please circle the appropriate rating in the boxes below using the following scale:- 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree					
Q1.	The Induction Day fully met its purpose	1	2	3	(4)
Q2.	The administration/organisation of the event was of a high standard	1	2	3	(4)
Q3.	The length and pace of the course was appropriate	1	2	(3)	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	(4)
Q5.	The quality and clarity of the materials/ information provided was of a high standard	1	2	3	(4)
Q6.	The course met my own personal needs and all my questions were answered	1	2	3	(4)
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day? Good Induction - very long but informative. More information on wellbeing side of learning.				
Q8.	What three words best describe your general opinion of the Induction Day? Long, informative & thorough.				

INDUCTION DAY EVALUATION FORM

Name:	KATHY DAVIES
Post Title:	E.S.A.
Department:	ANIMANFORD.
Date of Attendance on Induction Course:	14/3/2019.

We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions.

Please circle the appropriate rating in the boxes below using the following scale:-

1 = Strongly Disagree

2 = Disagree

3 = Agree

4 = Strongly Agree

Q1.	The Induction Day fully met its purpose	1	2	3	4
Q2.	The administration/organisation of the event was of a high standard	1	2	3	4
Q3.	The length and pace of the course was appropriate	1	2	3	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	4
Q5.	The quality and clarity of the materials/ information provided was of a high standard	1	2	3	4
Q6.	The course met my own personal needs and all my questions were answered	1	2	3	4
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day? I AM GRATEFUL TO HAVE HAD THE OPPORTUNITY TO LEARN SO MUCH ABOUT THE ORGANISATION I WORK FOR, HOWEVER, I DO ADD THAT THERE WAS A LOT OF INFORMATION THAT DOESN'T APPLY TO ME, AS I WOULDN'T USE IT IN MY JOB ROLE. A VERY LONG DAY. TOO MUCH INFORMATION TO TAKE IN, ALTHOUGH EACH SPEAKER WAS INTERESTING.				
Q8.	What three words best describe your general opinion of the Induction Day? Too much information. (sorry).				

INDUCTION DAY EVALUATION FORM

Name:	Jason Lovell				
Post Title:	Training Advisor				
Department:	Computing				
Date of Attendance on Induction Course:	14/03/19.				
We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions. Please circle the appropriate rating in the boxes below using the following scale:- 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree					
Q1.	The Induction Day fully met its purpose	1	2	3	4
Q2.	The administration/organisation of the event was of a high standard	1	2	3	4
Q3.	The length and pace of the course was appropriate	1	2	3	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	4
Q5.	The quality and clarity of the materials/information provided was of a high standard	1	2	3	4
Q6.	The course met my own personal needs and all my questions were answered	1	2	3	4
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day? Very good informative. Induction day.				
Q8.	What three words best describe your general opinion of the Induction Day? Informative, detailed, knowledgeable.				

INDUCTION DAY EVALUATION FORM

Name:	KIM NICHOLAS				
Post Title:	ASSISTANT HEAD				
Department:	CSP				
Date of Attendance on Induction Course:	14/3/19				
We greatly value your assessment of the Induction Day and in order for the HR Department to improve its services, it would be helpful if you could respond to the following questions. Please circle the appropriate rating in the boxes below using the following scale:- 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree					
Q1.	The Induction Day fully met its purpose	1	2	3	4
Q2.	The administration/organisation of the event was of a high standard	1	2	3	4
Q3.	The length and pace of the course was appropriate	1	2	3	4
Q4.	The general standard of delivery was clear and understandable	1	2	3	4
Q5.	The quality and clarity of the materials/information provided was of a high standard	1	2	3	4
Q6.	The course met my own personal needs and all my questions were answered	1	2	3	4
Q7.	Briefly summarise your overall impressions. Please comment on whether any aspects of the Induction Day need to be covered in greater/less detail and identify any other topics which need to be covered. Do you have any suggestions to improve the day? Informative and good to meet staff from other areas.				
Q8.	What three words best describe your general opinion of the Induction Day? Informative but long!				

Ev 1:3

Count of Emp No.	Short Desc3	AGR_W	APT&C_1-6	APT&C_SO1+	CAS_SUP	LEC	CAS_LEC	MS	MS_TEACH	Grand Total
Leave Rsn Long										
Death in Service			1							1
Dismissed			1			1				2
End of fixed term						15		31		47
Mutual Agreement										1
Resigned		2	12	1		12	9	3	1	41
Retirement				1			2	1	1	6
Retirement ill health			2				2			4
Voluntary Redundancy			6				9		3	21
Grand Total		2	22	2	2	28	23	35	6	123

Total Staff as at
01/09/2018

751

Turnover

16.4%

EV 1.3

Count of Emp No.	Short Desc3	MS	AGR_W	APT&C_1-6	APT&C_SO1+	CAS_SUP	INS_DEM	LEC	CAS_LEC
Leave Rsn Long									
Compulsory Redundancy				1	1	8			19
End of fixed term				2					
Mutual Agreement				8					
Resigned		1	1		2	7			5
Retirement		4		7				1	3
Retirement ill health				1					
Grand Total		5	1	19	3	15		1	23

Total Staff as at
01/09/2017 830

Turnover 9.0%

DATA COMPARISON
SICKNESS ABSENCE DATA 01/09/2017 - 31/08/2018

Category Totals	No of Emp Absent	FTE of Emp Absent	Total Sick Days Lost for Area	Total FTE for Area	Total Working Days Available (Total FTE x 260)	Adjusted Sick Days Lost by Area (Total Sick days Lost / No of Emp Absent * FTE of Emp Absent)
Teaching	148	123.36	2443	248	64480	2075.74
Support	178	139.58	2882	298	77480	2285.53
College	326	262.93	5405	546	141960	4331.27

Per employee **4.53**

SICKNESS ABSENCE DATA 01/09/2018 - 31/08/2019

Category Totals	No of Emp Absent	FTE of Emp Absent	Total Sick Days Lost for Area	Total FTE for Area	Total Working Days Available (Total FTE x 260)	Adjusted Sick Days Lost by Area (Total Sick days Lost / No of Emp Absent * FTE of Emp Absent)
Teaching	149	122.50	1826	200	51987	1485.23
Support	190	145.18	3182	214	55591	2345.95
College	339	267.88	5008	414	107578	3831.18

Per employee **5.10**

EVIDENCE 1:4

Date: 11th ~~October~~ August 2019.

Time: 9.30am

Present: Nia Williams
Rosy Davies
Katy Barron
Catherine Hill

Induction: 11th September

Employees invited:

Chris Elias
Peter Bagshaw
Wayne Bawden
Teirion Sones
Catherine Bodinger
Mark Roberts
Rachel Williams
Kevin Williams
Sara Kelly
Scarne Wyse - Killig
Nia Lloyd

- The above includes CC.
- Plan:

change induction day from being
all day. Previous comments from feedback
include:

- Long day
- Too long
- "Just Eat down"
- Very lengthy
- A lot of information to take on board.
- Repetitive.
- death by powerpoint so

- need to change induction to possibly 2 hours in the morning?
- Just have Andrew speak?
- Assistant principles to come in after Andrews presentation to sit amongst new employees
- Q + A Session
- need to email Andrew to see when he is available
- check with Lynette to check their diaries
- need to email new members of Staff about change
- CH + NW to put email together to send to them
- Also send formal letter.
- Need to phone managers first to tell them theres no need to force part in induction
- Also email managers to release Staff.
- Need to order food for induction
 - ↳ pastries, croissant etc.
- Book Boardroom.
- Give them feedback forms to complete.

Benefits

↳ Informal

↳ integrates in the team better.

↳ Become productive quickly

↳ understand values + culture better.

- Retention will improve.
- Sick ness rates will hopefully improve.
- Shift away from death by powerpoints
- 14 Speakers too much
- old fashioned.
- more 1 to 1 discussions with principle + assistants.

Change Plan

Created by	Nia Williams
Date	20 August 2019

Vision and Objectives
The vision: • For employees to have a more enjoyable induction day experience • To receive more positive feedback • For retention to increase • For sickness absence rates to decrease The objectives: • To provide a more rigorous induction day process for new employees where they can be more involved and ask questions to both the Principle and the Assistant Principals.
Activities to achieve objectives (<i>attach Gantt chart</i>)
See Evidence 7
Business case
The need: Currently the induction day is outdated and is "death by PowerPoint". There are currently 14 different PowerPoint presentations and speakers on the day. Evidence 1:1 is an example of the current induction format that is in place. As indicated by the employees themselves from feedback forms, the induction day is seen as long, too much detail and death by PowerPoint (evidence 1:2). The main driver of the change therefore is the employees themselves and their feedback from the current induction day. The idea is to change to an informal day where the Principal will give an introduction to the college along with the vision/mission where the Assistant Principals. The idea is to get the Assistant Principals to sit amongst the new employees where the employees can get to know them in an informal manner. It's also an informal way to ask any questions. Instead of the session taking all day, the session will be approximately two hours in the morning. Strengths: This change will bring a positive first experience of the college as it's a more informal approach than previously. According to CIPD (2019), an effective induction process will mean that the employee integrates into the team better and becomes productive quickly. New employees will understand the organisation values and culture better and employees will work to their highest potential. An effective induction day also needs to give a positive first impression of the organisation. It would also mean that retention will improve as in academic year 2018/2019 turnover rates were 16.4% which is much higher than the previous year 2017/2018 where the turnover rate was 9.0% (Evidence

1:3)

It would also mean that sickness absence rates would improve as within CSG sickness absence rates are above the national average rate of 4.1 days per employee per annum (Office for National Statistics 2018). Academic year 2017/2018 saw an average absence rate of 4.5 days per employee, which increased to 5.1 days per employee in academic year 2018/2019 (Evidence 1:4).

Previously, employees experienced “death by PowerPoint”. The new induction day will be a shift away from this where only the Principle will give a PowerPoint presentation. This would mean that it would free up management time of those who previously had to be involved in delivering PowerPoint presentations. New employees will have more opportunity to have one to one discussions with the Assistant Principles and the Principle and have the opportunity to ask questions.

Weaknesses: According to CIPD (2019), a weakness to the new induction process would be that if not effective, it can cause low morale, additional cost and time for recruiting a replacement and it can also cause damage to the organisations brand. If it is not effective, it may also lead to a poor first impression of the college. Another weakness could be that people may not want to welcome the change because the process has always been the same. Speakers that have previously spoken in the past may be offended if they are no longer apart of the induction day going forward.

Opportunities: The new induction process will be a more robust process. It will bring a more positive outlook of the college from the perspective of new starters and competitors. There is an opportunity to increase morale, engagement and improve retention. There will also be more opportunity to ask one to questions. There is also an opportunity and need for this change, as it was indicated from feedback.

Threats: There is a technological threat with competitors, as University of South Wales have started to use a technology app to welcome their new employees (University of South Wales, 2019). With more millennials entering the workforce, this is something they would prefer. With the recent redundancies this is something that the college can't afford currently. There is a threat of other colleges and Universities following in the footpath of South Wales with their app.

People affected

Executive Board – This group would have high influence level and high level of interest in the change. The Principle and the Assistants are key players in the day as the Principle is expected to give a presentation and the assistant principles are expected to attend in order for the new employees to ask questions and get to know them better.

New employees – This group would also have high level of influence and high level of interest in the change making them key players. First impressions of the college are very important to new employees and the core reason for an induction day is to get employees to buy into the organisations values and behaviours. It's important that the induction day is

effective in order to retain employees. It's important that employee feedback is positive from this group.

Managers – This group would have low influence over the change but high level of interest as they will need to make reasonable adjustments for their employees in their departments to attend the induction day. It's important that this group are kept informed in advance of when the induction day is happening.

HR- This group would have high level of influence and high level of interest in the change. HR organise the day and are the ones that will change the process in order to make it more effective. HR are also the ones that look at employee feedback and put actions in place to improve the process. They have high levels of interest because they want to improve retention rates and decrease sickness absences.

Roles (project manager, sponsor, team members)

Myself: Induction change leader. I took the role of leading the change and driving it forward.

HR colleagues: They contributed in team meetings towards ideas on how to improve the induction day process.

Principle: The Principle will take the role of delivering the induction day and the presentation to the new employees.

Assistant Principles: The Assistant Principles will take the role of attending the induction day to meet new employees and supporting the Principle. They are also there to answer any questions from the new employees.

Employees: They take the role of attending the induction day.

Communication strategy

Company profile: CSG is a further and higher education college based in Carmarthenshire. There are Severn campuses including Graig, Ammanford, Pibwrlwyd, Gelli Aur, Jobswell, Cardigan and Abcrystwyth. There are approximately 1000 employees, which are made up of lecturing, academic and support staff.

Issue: Poor feedback from new employees from the current induction process. A poor induction will lead to high turnover, high absenteeism, poor performance and de-motivated employees.

Sickness absence rates within CSG are above the national average rate of 4.1 days per employee per annum (Office for National Statistics 2018). Academic year 2017/2018 saw an average absence rate of 4.5 days per employee, which increased to 5.1 days per employee in academic year 2018/2019 (Evidence 1:4).

Turnover rates also needs to be addressed as in academic year 2018/2019 turnover rates were 16.4% which is much higher than the previous year 2017/2018 where the turnover

rate was 9.0%. The main reason for the major increase is down to redundancy where 21 people took voluntary redundancy and 41 people resigned (Evidence 1:3).

Research: Staff surveys have indicated that the current induction day is “death by powerpoint”, “a long day”, “too much information” “too much information that doesn’t apply to my job role”.

Communication objectives:

The objective of the message is to:

- Communicate the change in advance to employees.
- To highlight the benefits of the change.
- Explain what the new induction will entail.

Audience: Executive board, Managers, new employees and IIR.

Key Messages:

Executive Board – To this group, I will need to explain that the current induction day process will change from being all day to being two hours in the morning. I will also explain that only the Principle will be speaking and delivering a presentation and the Assistant Principles will join in order to introduce themselves to new employees and answer any questions they may have.

Managers – To this group, the message will also be that the induction will be changing and that they will need to release their staff in order to attend. I will also let the managers that previously spoke in induction that they are no longer needed as the induction process has now been changed and that only the Principle will be speaking.

New Employees – I will also let new employees know that the induction day process will be changing along with details of what to expect on the day.

HR – My colleagues in HR have all had input in the development of the new induction day.

however the final product will be communicated to them formally in a HR team meeting.

Channels: I will send an email to the Executive board and new employees explaining the above. I will also send out an invite letter to new employees for them to sign and return that they are attending. I will also have a telephone conversation with the managers that previously spoke explaining the reasons for change. This will be followed up by an email. Face to face communication will be used to communicate to my HR colleagues.

Risks: Some members of the Executive board not being fully on board. They may see it as taking up their time if they have to sit in induction.

Another risk may be that managers that used to speak may feel deflated as they are no longer needed in the induction day.

Another risk may be that some people may resist the change as the process has been the same for many years. They may not like the idea of changing to a more informal process. This can be linked to Kubler Ross Change Curve where they may feel "Anger". It can also be linked to the DREC model where they may feel "denial" (Kew and Stredwick, 2010).

Measurement/Review: I can compare feedback from the old process to the new process to see how positive the feedback is in comparison. From this, I will be able to understand what worked well/what needs to improve for the next induction day.

Support to be offered (*advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan*)

Executive Board –

- Support of HR to assist with presentation on the day.
- To organise diary for the event.

New Employees –

- Help to navigate their way around the internal intranet to find previous PowerPoints.
- Materials to be provided on the day e.g. policies, pay slip information, MyView information etc.
- HR contact numbers/emails if they need further guidance.
- Finance contact numbers/emails.

Managers –

- To help organise any staffing problems in the area if members of the team are

attending the induction day.
Timings and milestones (<i>see Gantt chart</i>)
See Evidence 1:7
Resources required, including cost (<i>equipment, time, people, materials, guidance</i>)
The following is a timeline of events required for the change process: • HR to organise a date for induction with Principle/Assistant Principles. • HR to email/phone previous managers to inform them they are no longer required to take part in the new induction. • HR to inform Principle/Assistant Principles of new change. • HR to send email to new employees informing them of the change/ the process. • HR to send email to managers for them to release their members of staff to attend. • HR to organise induction packs for new members of staff e.g. feedback forms, information on how to find college policies, MyView details, payslip information. • HR to create placemat name tags for each new member of staff. • IIR to organise light refreshments from canteen (£25.00 roughly for a variety of light refreshments for 18 members of staff) • HR to organise care takers to help prepare boardroom. • Approximately two hours of the Principle and Assistant Principles time to attend on the day to deliver the session. • PowerPoint slides to be made available for new employees on the internal gateway.
Monitoring activities
To monitor activities I will use a Gantt Chart. Evidence 1:7 is a plan of how long it will take to complete each part of the research project. It helps to track and monitor progress.
Success Measures
To measure success I will review feedback from employees after the new induction process. I can compare feedback from the old process to the new process to see how positive the feedback is in comparison. From this, I will be able to understand what worked well/what needs to improve for the next induction day.

EU 1:8

Nia Williams - Induction

From: Charlotte Jepson
To: Nia Williams
Date: 09/12/2019 15:33
Subject: Induction

Hi Nia

Thank you for all your hard work on the changes planned for the Induction process. There has been positive feedback from the team, managers and staff on how clearly this was communicated and implemented by you.

In addition, we have also received great feedback from those who attended the Induction which proves this has been a successful change.

I am more than happy to implement this plan for future induction days.

Kind regards
Charlotte

Charlotte Jepson
Rheolwr Gwasanaethau AD / HR Services Manager
Coleg Sir Gar / Coleg Ceredigion
Campws Graig Campus
Llanelli
SA15 4DN
01554 748093
charlotte.jepson@colegsirgar.ac.uk

LO2: To be able to implement a change plan

2.1 Follow the agreed plan to implement change processes.

During the implementation of the change, I used a gantt chart to help and monitor progress (Evidence 1:7).

Evidence 2:2 demonstrates me communicating the change to the Principle and the Assistant Principles by email.

Evidence 2:3 demonstrates me communicating the change to managers by email for them to release their staff to attend the day.

Evidence 2:4 demonstrates me communicating the change to managers that previously spoke in induction. This was done by phone and followed up by email, as it was a sensitive subject and therefore I felt a telephone conversation was better initially.

Evidence 2:5 demonstrates me communicating the change to my colleagues in a HR meeting. This was documented in HR minutes.

Evidence 2:6 and 2:7 demonstrates me communicating the change to new employees. This was done by email and a formal letter where they would sign and return to say they would be attending on the day.

2.2 Provide information and support to stakeholders in line with their identified requirements & 2.3 Apply techniques for maintaining positive working relationships throughout the change processes

During the change process, I followed Kurk Lewin (1950s) model of change (Mind Tools, 2017). At the unfreezing change this is about getting ready to change. It involves getting to a point of understanding that change is necessary and getting ready to move away from the current process. Evidence 2:1-2:7 demonstrates me communicating this. At the change stage, this is where the organisation transitions. This is where people move towards a new way of being. This is evident through evidence 2:8, where induction has occurred and employees have provided feedback. At the freezing stage, this is about finding stability once the change has been made. The changes are accepted and become the new norm. Evidence 2:8 also demonstrates positive feedback from the new induction process meaning that they have accepted the change. As a college, it is important that the change is accepted and maintained in the future.

During this process, CSG have maintained a positive working relationship with employees by keeping them informed of the change regularly via email (Evidence 2:6 and 2:7). In this email it states that if at any time the employee has any questions regarding the process to contact myself directly. The new induction also provides an opportunity for working relationships to be formed as employees have more of an opportunity to speak one on one

with the Principle and the Assistants. The email explaining the change also provides employees with a link to the internal gateway. This link is there for additional information regarding frequently asked questions and topics. This is covered in the induction but very briefly. The additional information on the gateway is there for employees if they are unsure of anything.

As well as this, employees are given an induction pack which includes college policies, MyView information and HR contact details etc (evidence 2:9).

I also provided support for the Principle and Assistants themselves, by making sure that the day ran as smoothly as possible, organising their diaries and making sure that the powerpoint presentation worked correctly. I also kept them updated on the new format of the day well in advance (evidence 2:2).

I also provided support to line managers to help find cover for their members of staff to attend induction. Evidence 2:10 demonstrates this and demonstrates me maintaining a positive working relationship.

The feedback form (Evidence 2:8) also demonstrates me maintaining a positive working relationship, as employee feedback is important. Asking for the views of employees makes them feel included in driving the induction process forward. It is important that this feedback is taken on board in order to motivate employees and make them feel that their voices have been heard.

Evidence 2:11 demonstrates that the support given was helpful and relationship skills were positive.

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

Evidence 2:12 demonstrates me agreeing and making adaptations leading up to the induction day. Initially the plan was to get all Assistant Principles in induction for the full 2 hours. With their time being so valuable, the Assistants wanted to change the process so that they could attend towards the end of the Principles PowerPoint to meet the new members of staff and to answer any questions. This evidence is a transcript of the conversation that was had between myself and one of the Assistant Principles.

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

Evidence 2:13 demonstrates me keeping records of all attendees that are due to attend on the day and those that have confirmed their attendance. These attendees are expected to attend within the first 3 months of employment as stated in the college policy (Evidence 2:14).

Evidence 2:8 also demonstrates me keeping records of the feedback sheets from induction. From this feedback, I can analyse how successful the change was. This is also in line with the organisation requirements where the college encourages employee engagement where employee feedback is welcome to improve processes.

Evidence 2:15 also demonstrates me keeping a record of those employees that have attended induction. From those that attended, their staff development records will be updated to show that they have attended induction during the first 3 months of employment as stated by the college policy.

Evidence 2:16 is confirmation from my line manager that my contribution was effective and met requirements.

EVIDENCE

LO2

EV 2:2

FileEditViewActionsToolsWindowHelpRetain

HomeMailbox (2)CalendarSent ItemsContactsWelcome

Address BookCalendarNew MailNew AppptNew TaskOpen Retain Archive

Online

Frequently Used Folders

HR Recruitment - Opened

HR Recruitment

Nia Williams Calendar

Catherine Hill Calendar

Rosalie Davies Calendar

Cabinet

Laura Lucas Calendar

Charlotte Jepson Calendar

Samantha Williams Calendar

Junk Mail

Work In Progress (1)

Sarah Mann Calendar (2)

Nia Williams Home

Mailbox (2)

Sent Items

Calendar

Samantha Williams Calendar

Catherine Hill Calendar

Rosalie Davies Calendar

Charlotte Jepson Calendar

Laura Lucas Calendar

Nia Williams Calendar

Sarah Mann Calendar (2)

Frequent Contacts

Documents

Tasklist

Work In Progress (1)

Cabinet

HR Recruitment

HR Recruitment - Opened

Junk Mail

Trash (2)

Appointment Properties Discussion Thread

Delete Sent ItemRetractRetract And Delete

Nia Williams

Induction

Monday, 11 September 2019 at 11:30 (30 Minutes)

to: Amanda Daniels

Place: Boardroom

Precedence: Destinacis 1, Recipients: 1

Hi Amanda,

Please accept appointment for the next induction day held on the 11th September 2019. The session will begin at 9am in the boardroom. Please note, that as previously discussed on the phone, induction has changed to it being a 2 hour session. As indicated by previous feedback, induction is seen as being too long, and "death by PowerPoint". Instead, Andrew will be giving a presentation, whereby the Assistants will be present to answer any questions from the employees. Light refreshments will be provided on the day.

Many thanks,

Nia Williams

Swyddog AD Cynorthwy-ydd/ Assistant HR Officer

Campus Graig Campus

Llanelli

SA15 4DN

Ffon/ Telephone: 01554 748154

Ffacs/Fax: 01554 748097

EV 2:3

Nia Williams - Re: Induction Day -11th September 2019

From: Claire MacKerras
To: ~~Sara Kelly~~@colegsirgar.ac.uk
Date: 23/08/2019 14:54
Subject: Re: Induction Day -11th September 2019
Cc: Nia.Williams@colegsirgar.ac.uk

Hi Sara,

I was unaware that you still have not attended your induction, it has also been brought to my attention from an Executive meeting held Monday. It is important that you attend 11th September as this is a requirement of your contract.

Any issues you must please bring to me.

Regards

Claire

Claire MacKerras

Faculty Manager of Creative Industries, Sport and Community Services

Rheolwr Cyfadrn y Diwydiant Creadigol, Chwaraeon a Gwasanaethau Cymdeithasol

Campws Graig Campus
 Llanelli
 SA15 4DN
 Ffon/Tel: 01554 748102

>>> Nia Williams 08/20/19 4:34 PM >>>

Hi Claire,

We are running an induction day which will be held on Wednesday 11 September 2019, in the Boardroom Graig campus.

Please find below the members from your department who have been invited to attend on the above date:-

~~Sara Kelly~~

It is mandatory that she attends this induction day. Could you therefore make the appropriate arrangements to ensure that she attends this invaluable opportunity.

Kind Regards,
 Nia

NB If attendance at the induction day requires the member of staff to work additional hours they should be paid for these hours.

Nia Williams
 Swyddog AD Cynorthwy-ydd/ Assistant HR Officer
 Campus Graig Campus
 Llanelli
 SA15 4DN

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EV 2:4

Nia Williams - Re: Induction Day

From: Stuart Thomas
To: Nia Williams
Date: 03/09/2019 11:51
Subject: Re: Induction Day

Fab thanks!

Regards
Stuart

>>> Nia Williams 03/09/2019 11:33 >>>
Hi Stuart,

The format for induction is changing for next Wednesday. This induction will only require Exec and SLT. This induction is very brief for approximately 2 hours, therefore we will not require you to attend on this occasion. I will be in touch regarding the next induction as the format for this has not been discussed yet.

Thank you
Nia

Nia Williams
Swyddog AD Cynorthwy-ydd/ Assistant HR Officer
Campus Graig Campus
Llanelli
SA15 4DN

Ffon/ Telephone: 01554 748154
Ffacs/Fax: 01554 748097

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HR meeting
~~10th~~ September 2019

Present:

Catherine Hill
 Charlotte Sepson
 Kaley Barron
 Nia Williams
 Rosy Davies
 Laura Lucas
 Samantha Williams
 Sarah Mann.

Induction

- NW: ~~10th~~
- ↳ Changing this month
 - ↳ previous feedback indicates it's too long, boring, too much information, death by power point
 - ↳ This month → more informal approach
 - ↳ only Andrew will give presentation
 - ↳ assistants will be present
 - ↳ Sit amongst new employees
 - ↳ Q+A sessions
 - ↳ light buffet available, crisps, pastries, tea, coffee.
 - ↳ approximately 2 hours in the morning
 - ↳ Start at 9am
 - ↳ all employees have been informed
 - ↳ approximately 14 new employees attending
 - ↳ Seem to have gone down v. well.

→ See what feedback is like from this session to see what we do going forward.

CH: → need to prepare packs (NW)

CH: → NW + KB to keep in touch

CH: → NW to report back on feedback from new induction to CS + CH

→ CH to report feedback to AC in exec. next week.

EV 2:6

Nia Williams - Re: Induction day

From: Kevin Williams1
To: Nia Williams
Date: 06/09/2019 11:54
Subject: Re: Induction day

Dear Nia,

Many thanks.

Regards

Kevin

>>> Nia Williams 09/06/19 11:50 AM >>>

Bore Da/ Good Morning,

Thank you for confirming your attendance at the Coleg Sir Gar and Coleg Ceredigion event on 11th September 2019.

We are currently reviewing the way we welcome new members to the college team and this event will include time with our CEO and senior team.

We will hear from Andrew about the college vision and strategy and there will be an opportunity to put any questions to the Assistant Principals.

Content from previous induction events can be accessed via the link below for information. If you have any questions around this we would be pleased to answer them either at our event on the 11th or separately via HR.

We are expecting this more informal induction session to last for about two hours, which will start at 9.3am but please allow some flexibility to get the best from the opportunity.

There will be light refreshments provided.

We look forward to welcoming you next week.

<http://gateway.colegsirgar.ac.uk/index.php/human-resources>

Kind Regards,

Nia

Nia Williams
Swyddog AD Cynorthwy-ydd/ Assistant HR Officer
Campus Graig Campus
Llanelli
SA15 4DN

Ffon/ Telephone: 01554 748154
Ffacs/Fax: 01554 748097

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EV 2:7



colegsirgâr



PRINCESS ROYAL
TRAINING AWARD
2019

~~Mr Chris Elias,~~
~~11 Heol Ceirios,~~
~~Llandybie,~~
~~Ammanford,~~
~~Carmarthenshire,~~
~~SA15 2SR~~

Nia Williams, Ext: 8154

06 September 2019

Dear Mr ~~Chris Elias,~~

Thank you for confirming your attendance at the Coleg Sir Gar and Coleg Ceredigion event on 11th September 2019.

We are currently reviewing the way we welcome new members to the college team and this event will include time with our CEO and senior team.

We will hear from Andrew about the college vision and strategy and there will be an opportunity to put any questions to the Assistant Principals.

Content from previous induction events can be accessed via the link below for information. If you have any questions around this we would be pleased to answer them either at our event on the 11th or separately via HR.

We are expecting this more informal induction session to last for about two hours, which will start at 9.3am but please allow some flexibility to get the best from the opportunity.

There will be light refreshments provided.

We look forward to welcoming you next week.

<http://gateway.colegsirgar.ac.uk/index.php/human-resources>

Kind Regards,

Nia Williams

Assistant HR Officer

Yr ydym yn croesawu gohebiaeth yn Gymraeg ac yn Saesneg. Byddwn yn ymateb i ohebiaeth Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.
We welcome correspondence in Welsh or English. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in response.

Ymgorfforir Coleg Sir Gâr yng Ngrŵp Prifysgol Cymru Y Drindod Dewi Sant fel Cwmni Elusennol Iwry Warrant.
Cofrestredig yng Nghymru a Lloegr, Rhif Cofrestru: 8539630, Rhif Cofrestru'r Comisiwn Elusennau: 1152522
Campws y Graig, Heol Sandy, Llanelli, Sir Gaerfyrddin SA15 4DN ☎ 01554 748000

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Rhan o / Part of:



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

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INDUCTION DAY FEEDBACK FORM

Name:	~~CHRIS CLAS~~
Post Title:	SPANISH AS/A2
Department:	MFL.
Date of Attendance on Induction Course:	11/9/19.
Thoughts of today:	Thank you for coffee + cakes..! I found it all useful + informative & it give me a much better "bigger picture" of the college. It was a pleasant, informal atmosphere & everyone felt able to ask questions. The senior management team ^{& principal} were knowledgeable & friendly, & approachable. Many thanks to H.R. staff for making it a pleasant & informative experience.
Any ideas for the future?	~~Provisional classes in French/Spanish for those who~~ - maybe a "mini-induction" for those starting - where to find everything on the college gateway, I.T. dept etc, contacts, H.R. etc. List of acronyms - /names etc.

INDUCTION DAY FEEDBACK FORM

Name:	~~Peter Bagshaw~~
Post Title:	Herds person
Department:	Gelli Aur. Farm
Date of Attendance on Induction Course:	11 / 9 / 2019
Thoughts of today:	Excellent meeting everyone nice company nice welcome.
Any ideas for the future?	Welsh lessons.



INDUCTION DAY FEEDBACK FORM

Name:	~~Wynne~~ Bowen
Post Title:	Apprentice Help desk Admin
Department:	Computer Services
Date of Attendance on Induction Course:	11/09/19
Thoughts of today:	Incredibly informative, very in-depth. The questions really helped me understand the policies of the college
Any ideas for the future?	none. It was informative and helped me to get to know the college

INDUCTION DAY FEEDBACK FORM

Name:	~~James Jones~~
Post Title:	Support Technician
Department:	Computer Services.
Date of Attendance on Induction Course:	11/09/19
Thoughts of today:	A great introduction to the college and a great intro from Andrew. Very informative without overdoing the information.
Any ideas for the future?	None, keep the more informal style it was really interesting listening to the interesting ~~and~~ ~~complicated~~ questions.



INDUCTION DAY FEEDBACK FORM

Name:	~~CAROLE PONDRE~~
Post Title:	French lecturer part-time
Department:	A levels and access
Date of Attendance on Induction Course:	11 th / 09 / 2019
Thoughts of today:	Very clear presentation of the College structure. Extremely helpful to have an "informal" chat with members of the SLT. I do feel this session helped me to clarify the purpose of the college, its ethic and how, as a team member I fall in that framework. Enjoyed having a chat with colleagues from 4 depts.
Any ideas for the future?	Maybe having a session to introduce the College Gateway. Something you don't have time to browse.

INDUCTION DAY FEEDBACK FORM

Name:	~~MAK~~	~~MAK~~ ~~PARSONS~~
Post Title:	CAPETAKER	
Department:	ESTATES	
Date of Attendance on Induction Course:	11/9/19	
Thoughts of today:	MY THOUGHTS OF THE DAY, IT WAS VERY RELAXED AND THERE WAS A BROAD SPECTRUM OF QUESTIONS COVERED, OVERALL A GOOD EXPERIENCE	
Any ideas for the future?	INDUCTION WAS NICE + SHORT PROBABLY BETTER THAN A FULL DAY OF POWERPOINT SLIDES!	



INDUCTION DAY FEEDBACK FORM

Name:	~~David Williams~~
Post Title:	Lecturer in GCSE English
Department:	SKILLS
Date of Attendance on Induction Course:	11/9/19
Thoughts of today:	Really informative and enjoyable. Great that it was so informal. HR staff were Very welcoming - pastries & fruit - a lovely touch. Nice to meet new staff and to hear what the APs had to say about a variety of questions.
Any ideas for the future?	

INDUCTION DAY FEEDBACK FORM

Name:	~~John Williams~~
Post Title:	Project Coordinator
Department:	Academi'r Dyfodol. (Aberystwyth)
Date of Attendance on Induction Course:	11 th SEPT 2019
Thoughts of today:	Excellent introduction to the college and great to see the SMT in attendance and answering questions. Great to meet people from different departments and campus
Any ideas for the future?	Maintaining the <u>network</u> online or a checkpoint meeting in the future 3-6 mths.



INDUCTION DAY FEEDBACK FORM

Name:	~~SARAH KIDNEY~~
Post Title:	Lecturer
Department:	Creative Industries
Date of Attendance on Induction Course:	11th September 2019.
Thoughts of today:	It was a very informative and thought-provoking day. Thank you. Well organised, lovely food, great to meet SLC. All staff were lovely.
Any ideas for the future?	It would make sense to have this session in August as part of staff development. Also there is very little for part-time casual staff - which creates a perceived division. Could something like this be paid for them?

INDUCTION DAY FEEDBACK FORM

Name:	~~Thomas~~ ~~Williams~~
Post Title:	voluntary nursing leader Animal Science
Department:	Animal Science department.
Date of Attendance on Induction Course:	11/9/19
Thoughts of today:	Good refreshments available Very Informative Nice to meet department heads Thankyou
Any ideas for the future?	College based career advice to help students. CPD Budget let each department know whats available and how to apply.

INDUCTION DAY FEEDBACK FORM

Name:	~~NM Lloyd~~
Post Title:	FUNDING OFFICER
Department:	BDI
Date of Attendance on Induction Course:	Wed 11 Sept 19
Thoughts of today:	Very int amative. Interesting to hear others ideas, thoughts & opinions. Good to have a final introduction from the Principals & Assistant Principals. Gave a clear understanding of the aims & vision of the business. Well organised morning, fresh fruit was lovely!
Any ideas for the future?	Existing format works very well.



colegsirgâr

Slipiau Talu Ar-lein

Mae slipiau talu ar gael ar-lein yn unig, gelwir y system a ddefnyddir gennym yn "My View".

Pan fyddwch wedi cael eich rhoi ar gyflogres y coleg, neilltuir Enw Defnyddiwr a Chyfrinair i chi'n awtomatig er mwyn eich galluogi i gael mynediad i'ch e-bost Coleg Sir Gâr. Byddwch yn gallu cael mynediad iddo o bell neu ar y safleoedd. **Bydd eich Rheolwr neu Gyfarwyddwr Cyfadran yn eich hysbysu ynghylch eich Enw Defnyddiwr a Chyfrinair. Os nad ydych wedi derbyn y rhain bydd angen i chi gysylltu â nhw'n uniongyrchol i gael y manylion.**

Byddwch yn derbyn hysbysiad drwy e-bost bod eich slip talu yn barod i'w weld, a bydd yn cynnwys y ddolen gyswllt i My View.

I ddefnyddio My View am y tro cyntaf mae angen i chi gael mynediad i'ch e-bost Coleg Sir Gâr i ddod o hyd i'ch rhif gweithiwr a chyfrinair arbennig ar gyfer y system. Unwaith eich bod wedi mewngofnodi, bydd y system yn eich tywys drwy'r camau ar-lein ar gyfer gosod eich manylion diogelwch unigryw.

Os ydych yn cael anhawster wrth geisio mynd i My View yna cysylltwch â'r adran gyllid ar 01554 748155 (neu'n fewnol ar estyniad 8155) neu anfonwch e-bost i nicola.davies@colegsirgar.ac.uk, Swyddog y Gyflogres.

Noder mai'r dyddiad ar gyfer talu cyflog yw diwrnod gwaith olaf y mis.

On-line Payslips

Payslips are only available online, the system we use is called "My View".

When you have been placed on the payroll with the college, you will automatically be allocated a User Name and Password to be able to access your Coleg Sir Gâr e-mail, which you can access remotely or on the premises. **Your Faculty Manager or Director will inform you of your User Name and Password, if you have not received them you will need to contact them directly for the details.**

You will receive notification that your payslip is ready for viewing via e-mail and it will also contain the link to My View.

To use My View for the first time you need to access your Coleg Sir Gâr e-mail to find your employee number and system generated password. Once logged in, the system will take you through the online steps for setting up your unique security details.

If you experience difficulties accessing My View please contact the finance department on 01554 748155 (or internally on Extension No.8155) or email nicola.davies@colegsirgar.ac.uk, Payroll Officer.

Please note that the pay date occurs on the last working day of the month.

Reporting of Sickness Absence Procedures

If you are unable to attend work due to **sickness absence you must:**

- **Telephone** your **campus office and your line manager** or management team on your first day of absence between 8.00 and 8.45 or with as much notice as possible if normal start time is different to 8.45
- Advise of the **reason** and likely **duration** of absence
- If you have not been able to speak to your line manager, you will be asked to leave a contact number with campus office for your manager to get in touch with you later that day. Your manager/ management team is **expected to speak with you** on your first day of absence.
- Maintain **regular reasonable** contact with your line manager/management team throughout your absence.
- If your absence spans more than 7 days, provide a Medical Statement of Fitness from the 8th day. These must be provided in a **timely manner** and must run **consecutively** with **no uncovered days**.
- Notify your campus office **and** your line manager **immediately** on **your return work**.
- Payments made for days taken as sick leave will be shown on your payslips. These will be done automatically. Failure to report your return to work could result in incorrect adjustments being made to your salary.
- Complete an **SA128** Self Certification Form. It is important that these indicate **actual days of sickness** even if they are days that you would not normally work, eg weekends and public holidays.
- If you leave work due to sickness before 10.00 the full day will be recorded as 1 day's sickness absence, if you leave after 10.00 OR leave 1.25 hours after the normal start time it will be recorded, **not** as sickness absence but may be considered as a unacceptable pattern of absence under the new Short Term Absence Management procedure. You **must** advise campus office and your line manager that you are going home.
- All staff will be required to participate in a return to work discussion with their line manager following every period of absence. Details of this will be recorded on the CSG My Absence system and must be agreed by the employee prior to submission to HR.

All staff are able to view their own sickness record by accessing CSG My Absence via the College Gateway. All staff should be familiar with the contents of the Sickness Absence Management Policy and Procedure.

Please note, failure to comply with the provisions of the Sickness Absence Management Policy and Procedure could lead to the withholding of sick pay and may constitute misconduct and be dealt with in accordance with the College's Disciplinary Policy.

Absences Other Than Sickness Absence

The College has a Special Leave of Absence Policy and a Parental Leave Policy, which contains details in relation to absence from work not relating to sickness absence. These policies are both available on the College Gateway. The following are the most common forms of absences:

TIME OFF FOR DEPENDANTS

- ◆ All employees have the right to time off during working hours for dependants, this time off is intended to deal with **unforeseen** matters and **emergencies**. A dependant could be a spouse, partner, child, parent, or someone who depends on an employee for care. The leave can be taken for example, to deal with a breakdown in childcare or if a dependant falls ill or is taken into hospital. Please refer to the Special Leave of Absence policy for more detail.

There is no statutory entitlement to receive pay while taking time off for dependants, however, the College will allow the first day to be paid but any subsequent days will be unpaid. Alternatively, an employee can take annual leave or TOIL. An SA128 must be completed on return to work.

COMPASSIONATE LEAVE

- ◆ Compassionate leave normally up to 5 days will be granted for the following (this may be increased to a maximum of 10 days at the discretion of the line manager taking in to account individual circumstances): Death of, or life threatening illness or injury to: Spouse, Civil Partner, Partner, Child, Parent/ guardian, Sibling, Grandparent, or other close dependent relative or partner.

The employee should inform the manager of the need to take compassionate leave as soon as is reasonably practical to. Each case will be viewed sympathetically and the individual's circumstances will be taken in to account. An SA128 must be completed upon return to work. Please refer to the Special Leave of Absence policy for more detail.

DOCTOR/DENTIST/HOSPITAL APPOINTMENTS

(The intention is that the time granted would be a maximum of one whole day per appointment.)

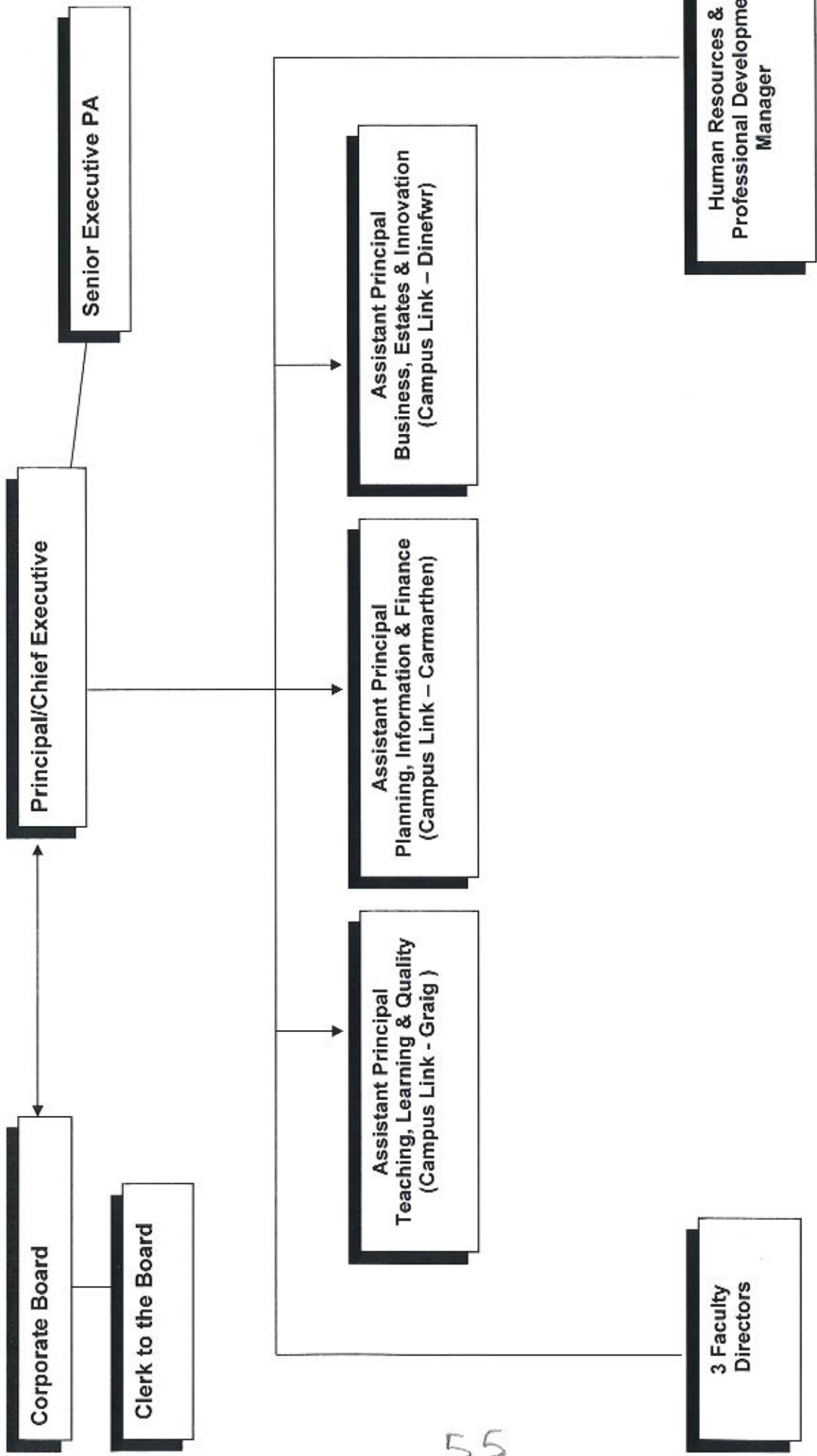
- ◆ The line manager and campus office should be notified in advance of the appointment if it is a planned visit. If an emergency arises, notification should be made on return to work.

JURY SERVICE/COURT WITNESS

- ◆ The line manager should be advised and the campus office should be notified in advance of any impending absence, and an SA128 completed. Please refer to the Special Leave of Absence Policy for further details and information relating to pay during this type of absence.

PARENTAL LEAVE

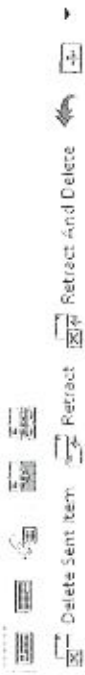
- ◆ All staff are entitled to apply for parental leave provided that they meet the required eligibility criteria. The entitlement is for up to 18 weeks of unpaid parental leave. Employees may not take leave in blocks of less than one week (except in relation to a child who is disabled) and may not take more than four weeks leave in respect of any individual child in any year, an application for parental leave must be made. Please see Parental Leave Policy for further details.



EV 2:10

Search Archive

X



Appointment Properties Discussion Thread

Nia Williams



Induction

11 September 2012 at 11:00 (30 Minutes)

Stuart Thomas

2 x Boardroom

People Invited: Declined: 1, Recipients: 1

11/09/2019 11:00

revision

#108717

all Leave

Hi Stuart,

Please let me know if you require support finding cover for the two members of staff that have been invited to attend induction.

Kind Regards,

Nia

Nia Williams
Swyddog AD Cynorthwyl/ Assistant HR Officer
Campus Gralg Campus
Llanelli
SA15 4DN

Ffon/ Telephone: 01554 748154
Ffacs/Fax: 01554 748097

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#108794

Open Return Archive

Mail Properties Discussion Thread



Re: Induction Day - 11th September 2019

21/08/2019 14:23

Nia

Nia Williams
Swyddog AD Cynorthwyydd/ Assistant HR Officer
Campus Graig Campus
Llanelli
SA15 4DN

Phone/ Telephone: 01554 743154
Fax/Fax: 01554 748097

>>> Nia Lloyd 21/08/2019 09:51 >>>

Hell Nia,

Thank you for being helpful and sending me the link to the PowerPoint on the gateway. See you Thursday!

Nia

Nia Owen-Lloyd
Funding Officer

Coleg Sir Gar
Sandy Road
Llanelli
SA15 4DN

www.collegesirgar.ac.uk

Tel: 01554 74 8029
Mob: 07557 658775

>>> Nia Williams 20/08/2019 16:04 >>>
Prynhawn Da! Good Afternoon.

Selected: 1 (no selection) Total: 02

17:37 10/12/2019

Telephone conversation transcript

1st Sept 2019

Ralph Piller : Hi Nia, Diach am yr ^{10.30}am
ebost amdano induction!

I have my concerns asking for
the assistants to attend induction
~~at the~~ for the full 2 hours.

I think it's a waste of management
time just sitting in there ~~as~~ through
Andrews presentation. I'm happy
to come in at the end of the
session and meet the new
employees and answer any questions
they may have, but not for the
full 2 hours. Is there any way
this can be changed / agreed by
HR please?

Nia: I can see where you are
coming from. I will need to speak
to Catherine and get her opinion
on it, and I will get back to you
soon.

NW Rings RP. back. 11.40 am

Nia: Hello Ralph, I have spoken
to Catherine and she can also
see where you are coming from.

Can I ask you all to pop into
induction after Andrews ~~sess~~
presentation to meet the new
employees and answer any
questions they ~~he~~ may have?

Around 10am on the 11th November?

Ralph: Yes, that's absolutely fine.
Thank you for changing this and
understanding where I'm coming
from. Sorry ~~to~~ if I've come
across as being awkward!

Nia: Na di'm problem o gumbi!

Ralph: Diach Nia.

Nia: Tava.

Ev 2.13

INDUCTION PROGRAMME MONITORING

PERMANENT/FIXED TERM TEMPORARY EMPLOYEES

EMPLOYEE NO	SURNAME	NAME	ACADEMIC/SUP PORT	POST TITLE	LINE MANAGER	FACULTY DIVISION	BASE CAMPUS	Original Start Date	START DATE	DATE OF COURSE 1 ENITE	DATE OF COURSE 2 ENITE	NO OF COURSE S INVITED TO	ATTENDING
10000	Stones	Steven	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10001	Stones	Kevin	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10002	Stones	Darren	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10003	Williams	Melanie	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10004	Kelshaw	Jackie	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10005	Herbert	Dianne	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10006	Hearne	Thomas	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10007	Johns	Susan	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10008	Lockwood	Gemma	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10009	Sheppard	Amber	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10010	Evet	Jordana	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1
10011	Jones	Rhian	Academic	Lecturer in Welsh Bacc	Colin McQuinn	Education Services	Pen	1/10/2016	1/10/2016	1/10/2016	1/10/2016	1	1

2.13

Attended 2019

EMPLOYEE NO.	SURNAME	NAME	ACADEMIC/SUPPORT	POST TITLE	LINE MANAGER	FACULTY/ DIVISION	BASE CAMPUS	Original Start Date	START DATE	Attended	Date
10080	Parlco	Stacey	Academic	Lecturer in Performing Arts	Claire Mackerras	Creative Industries	Graig	09/11/2010	03/09/2018	Y	14/03/2019
12107	Williams	Sharon	Support	Learner Support Mentor	Euned Rowlands	Cynnydd	Graig	15/11/2012	01/09/2018	Y	14/03/2019
13152	Lovell	Jason	Support	Training Advisor/Assessor	Adam Twells	Computing	Graig		10/09/2018	Y	14/03/2019
17001	Jones	Hayley	Support	Learner Support Mentor	Euned Rowlands	Cynnydd		04/01/2017	01/09/2018	Y	14/03/2019
19003	Davies	Kathleen	Support	ESA	Helen Lloyd	CEC	Ammanford		12/12/2018	Y	14/03/2019
19002	Nicholas	Kim	Academic	Assistant Curriculum area head	Nikki Neal	Creative Industries	Graig		07/01/2019	Y	14/03/2019
	Webster	Collette	Support	SFI Claims and administrative officer	Lesley Lewis	SFI	Cardigan			Y	04/03/2019
	Kelly	Sara	Academic	Lecturer in Performing Arts	Claire Mackerras	Creative Industries	Graig	05/09/2017	03/09/2018	Y	11/09/2019
	Roberts	Mark	Support	Caretaker	Ceris Harries	Estates	Pib and JW	WAITING DBS	01/07/2019	Y	11/09/2019
	Nia	Lloyd	Support	Funding Officer	Naldo Diana		Graig		01/06/2019	Y	11/09/2019
	Bodinger	Carole	Academic	Lecturer in ALA	Orla Williams	A levels	Graig	07/01/2019	01/03/2019	Y	11/09/2019
	Elias	Christine	Academic	Lecturer in ALA	Orla Williams	A levels	Graig	07/01/2019	01/03/2019	Y	11/09/2019
	Williams	Rachel	Academic	Lecturer in GCSE English	Rebecca Davies	Skills	Graig	09/09/2016	19/08/2019	Y	11/09/2019
	Vyse-Killa	Joanne	Academic	Lecturer in Landbased	David Davies	Landbased	Pib	19/08/2019	19/08/2019	Y	11/09/2019
	Bagshaw	Peter	Support	Herdsperson	Huw Davies	Myrddin	Gelli Aur		29/06/2019	Y	11/09/2019
	Jones	Tairion	Support	Support Technician	Stuart Thomas	Computer Services	Graig, Pib, Am	05/08/2019	05/08/2019	Y	11/09/2019
	Bawden	Wayne	Support	Helpdesk	Stuart Thomas	Computer Services	Graig	08/08/2019	08/08/2019	Y	11/09/2019



INDUCTION POLICY & PROCEDURE



colegsirgâr

Policy Title	Induction Policy and Procedure
Policy presentation	This will be made available in writing (Arial font size 12) in Welsh and English. Alternative formats may be requested. Such requests should be made to mike.williams@colegsirgar.ac.uk
Policy communication	Staff Gateway
Main purpose of the policy (Brief Summary)	This policy aims to ensure that all new employees receive a full and thorough induction into their new roles within Coleg Sir Gâr. The policy should be read in conjunction with the Probationary Policy and Procedure and the Policy and Procedure for Staff performance Appraisal.
Main Author (Who can provide advice and guidance on contents)	HR Director
Date approved at Corporate Board	25/10/2017
Date effective from	26/10/2017
Date for renewal	Annually and in line with legislative changes
Equality Impact Assessment needed (Yes or no)	Yes
Date of Equality Impact Assessment	19/09/2017
Welsh Language Impact Assessment	Yes
Date of Welsh Language Impact Assessment	04/10/2017
Risks Associated with Policy (If policy is not implemented)	Employees who have poor induction experiences are more likely to leave the organisation, be disengaged and potentially develop capability issues. A thorough induction process ensures that employees are aware of departmental and organisational goals and have a thorough understanding of their job role.

Contents page

1.0 Introduction

2.0 The purpose of Induction

3.0 Responsibilities

3.1 The role of the line manager

3.2 The role of the HR Manager

3.3 The role of the new Employee

3.4 The role of the Learning Mentor

4.0 The Induction Checklist

5.0 Monitoring, Review and Ongoing Support

6.0 The College Induction Day

7.0 Non Compliance with provisions of the policy

1.0 Introduction

- 1.1 Coleg Sir Gâr is committed to integrating new employees into the organisation as effectively as possible by providing them with the information, support and training to become productive and satisfied members of the organisation.
- 1.2 An effective induction programme is not a one off event but takes place over a period of time and is an on-going process. This policy should be read in conjunction with the Probationary Review Policy & Procedure, and the Policy and Procedure for Staff Performance Appraisal. These three processes work together in underpinning the need and importance of the support and development of a new member of staff.
- 1.3 The College is committed to the promotion of Equality and Diversity and staff are expected to conform with policies as outlined in the strategic equality plan.
- 1.4 This policy applies to all Coleg Sir Gar employees. Some elements of the Induction process will be applicable to volunteers. This will be dependent on role and should be agreed by the line manager and HR.
- 1.5 This Policy is also available for employees in Welsh. Employees have the right to be communicated with and dealt with through the medium of Welsh if they wish.

2.0 The Purpose of Induction

- 2.1 The process begins with the first contact with the employee and ends when the person has been fully integrated. Induction ensures that all employees obtain a good understanding of how the organisation works including its principles, values and objectives. It ensures that all employees have the knowledge and skills necessary to perform their role in a safe working environment. It also provides a mechanism for employees to discuss any concerns that they may have which can then be addressed in a timely manner.

3.0 Responsibilities

3.1 The Role of the Line Manager

- 3.1.1 The basis of successful induction is the responsibility of the immediate line manager for the new employee. The line manager must adopt a balanced approach that meets the needs of the organisation and the new employee.
- 3.1.2 In order for new employees to gain maximum benefit from the induction process they must have the opportunity to discuss progress with their line manager. These reviews should be frequent in the early stages and establish targets specific to the individual as per the Probationary Policy and Procedure.
- 3.1.3 The role of the line manager is therefore to:

- Be actively involved in the induction of the new employee ensuring all aspects of the induction checklist are fully communicated, understood and completed;
- Be accountable for the induction of any new employee to their team;
- Provide a personalised and balanced induction plan, based on the needs of the department, and the new employee;
- Provide specific information about the faculty/functional area and the job;
- Appoint a mentor (if appropriate);
- Ensure that the new employee has the resources to be successful;
- Monitor and support the progress of the new employee through regular reviews and target setting meetings in line with the Probationary Policy and Procedure.

3.1.4 However well prepared the new employee may be, some trepidation about the first day in a new job may remain. The importance of a planned induction on the first day is therefore obvious, although there is a risk of attempting too much in one day.

- The new employee should know where to report to;
- Some thought should be given to what the new employee will do on the first day;
- The workspace should be ready for occupation.

3.2 The Role of the Human Resources (HR) Department

3.2.1 Accountability for induction lies with the immediate line manager of the new employee. The role of the HR Department is to support a process that is essentially controlled by various line managers.

3.2.2 The role of the HR Department is therefore to:

- Design induction policies and procedures;
- Implement particular aspects of the induction process;
- Plan the content and mode of delivery of the induction programme;
- Manage and co-ordinate the induction day, including the scheduling of speakers;
- Advise line managers of best practice;
- Monitor and evaluate the programme.

3.2.3 The HR Department will constantly review content and timing of the Induction process by paying particular attention to the Evaluation Forms completed by attendees.

3.3 The Role of the New Employee

3.3.1 It is the joint responsibility of the line manager and the new employee to ensure all items on the Induction Checklist are covered. This means the new employee needs to monitor their checklist and highlight any gaps with their line manager. The new employee, where appropriate,

must also engage with the Teaching & Learning Mentor for teaching and learning purposes.

3.4 The Role of the Teaching & Learning Mentor (for those staff members with responsibility for teaching and learning)

3.4.1 The Teaching & Learning mentor will be assigned to new teaching employees. Their role is to support and guide the new employee in the processes and procedures for teaching and learning outlined by the College. Their focus is on developing professional practice in teaching and learning and not on the administrative duties and processes of the new employee's Curriculum Area. Mentoring in these administrative duties is the responsibility of the line manager. The Teaching & Learning Mentor will provide feedback to the new employees and their line manager as to what progress has been made during both the induction and probationary periods.

4.0 The Induction Checklist

4.1 All employees will be provided with an Induction Checklist. This will include elements common to all employees.

4.2 Topics covered on the checklist include:

- People, Organisational Structure and Relationships
- Job Duties & Responsibilities;
- Rules, Procedures and Practices; and
- Compulsory Online Training

4.3 The line manager and new employee must sign off the checklist to confirm that all topics on the checklist have been covered. It should also be noted that the completion of the Induction Checklist should be structured to take place at times convenient to part-time/casual employees. **A copy of the completed checklist must be returned to the HR Department within 21 days of the employee's commencement date.** Please see section 7.0 in relation to non-compliance with the provisions of this policy.

5.0 Monitoring, Review and Ongoing Support

5.1 To ensure the overall induction process has been carried out smoothly, and the new employee has settled into their post and working environment, review meetings with the line manager should be agreed at regular intervals in line with the Probationary Policy and Procedure. This process will inform training and development needs and identify any specific issues which may need to be addressed.

6.0 College Induction Day

6.1 The HR Department is responsible for the organisation and delivery of the College Induction Day. The day will encourage social interaction between new

employees, thus creating a network of shared experience which can be extremely supportive.

- 6.2 All employees with three months' employment or more will be expected to attend the College Induction Day. A separate induction day will be arranged for casual part time members of staff which will be tailored to meet their needs.
- 6.3 The frequency of the College Induction Day will be determined by the number of new employees and attendance is mandatory within 3 months of commencement of employment. Managers must ensure that they release their staff to attend. If the arranged Induction day falls on a day that the employee does not normally work, staff will be paid for the additional hours if TOIL is not an appropriate alternative. Please see section 7.0 in relation to non-compliance with the provisions of this policy.

7.0 Non-Compliance with provisions of the policy.

- 7.1 A well carried out induction programme is essential for the integration of a new employee into the organisation. Effective induction is a major contributory factor in retaining newly appointed staff. It helps to ensure that staff become effective and motivated members of the team, clarifies roles and expectations, allowing for training needs and any issues to be identified early.
- 7.2 Without exception, all employees and managers must engage fully with the Induction Policy and Procedure.
- 7.3 In the event of any failure to comply with the timescales set out in the policy the employee and or the manager, as appropriate, may be required to attend a meeting with the Principal.



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APPLICATION FOR STAFF DEVELOPMENT SHORT COURSES (T&D1)

FOR OFFICE USE ONLY

Approval Number:	6000	Order number:	
Category:	induction	Order received:	
Cost Code:		Order to Finance:	
Email to employee/manager:	12 Sept 19	Invoice to delegate:	
Computer recorded:	12 Sept 19	Invoice to Finance:	

A : STAFF DETAILS

NOTE: Please ensure that your Staff Number is completed. Non completion will cause a delay in processing your application form.

Staff No:	18000	Department:	
Name:	Nia Lloyd	Campus:	Graig
Job Title:	Training officer	P/T or F/T:	FT

B : DETAILS OF COURSE

Event Title/Qualification:	Induction Day 11th September.
Name & Address of Provider/Awarding Body:	CSG
Location of event:	Graig, boardroom
Start Date:	11th September 2019.
Total length of course (hours) please include start & end time:	2 hours.
Relationship to objectives or reason for applying:	Induction Day.

C : COST

£

NOTE: If the course incurs a cost your Manager is responsible for raising a Requisition Order. Please ensure that the Requisition Order accompanies this form.

Course fees:

D : APPROVAL & AUTHORITY

SIGNED:

Nia Lloyd
(Applicant)

DATE: 11/09/19.

APPROVAL:

[Signature]
(Director/Faculty Manager)

DATE: 12/09/19.

Relevant Common Contract CPD hours as per agreed list of applicable training

_____ hrs (to be completed by the Manager only)

EV 2:15

Events for: niall (Nia Lloyd)**Internal Event participation..**

Year	Date	Time	Event	Attended
2018	01/03/2018	09:00 - 10:00	Data Protection Briefing: GDPR edition	Attended
2017	01/03/2017	09:00 - 10:00	CSG Information Security Essentials certificate	Attended
2016	01/09/2016	09:00 - 09:45	P1 - CSG Safeguarding Essentials certificate	Attended
2016	01/09/2016	10:00 - 10:45	PS1 - CSG Equality and Diversity Briefing certificate	Attended

External Event (held internally) participation..

Year	Ref	App No.	Date	Time	Duration	Entity	Event
2019	CSG-HR-41	19/20 - 0050	11/09/2019	07:00	2 Hour(s)	Coleg Sir Gar - HR	Induction

External Event (held externally) participation..

Year	Ref	App No.	Date	Time	Duration	Entity	Event
2015	ETF-01	18/19 - 0480	04/12/2015	07:00	0.5 Hour(s)	Education and Training Foundation	PREVENT

Events hosted/seconded..

None found on system

Independently Acquired Certificates..

None found on system

EV: 2:16

Nia Williams - Induction

From: Charlotte Jepson
To: Nia Williams
Date: 12/12/2019 16:14
Subject: Induction

Hi Nia

I wanted to thank you for the great work on your overall management of this project. Your planning and organisational skills were meticulous and you diligently followed the plan we discussed.

The feedback from managers and staff confirms your high standards. Well done.

Kind regards
Charlotte

Charlotte Jepson
Rheolwr Gwasanaethau AD / HR Services Manager
Coleg Sir Gar / Coleg Ceredigion
Campws Graig Campus
Llanelli
SA15 4DN
01554 748093
charlotte.jepson@colegsirgar.ac.uk

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L03: To 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.

Evidence 2:8 demonstrates the effectiveness of the change. Some feedback from the new induction day consisted of the following:

- Interesting
- Clear understanding of aims and vision
- Well organised
- Nice to meet Principle/Assistant Principles
- Great to see senior management team answering questions
- Great to meet people from different departments and campuses
- Great it was so informal
- Relaxed

This was very different to previous feedback (Evidence 1:2):

- Informative but long!
- Too much information
- Long
- Areas could be shortened
- Death by PowerPoint

Overall I am satisfied that the feedback has indicated that I have achieved the objective "To provide a more rigorous induction day process for new employees where they can be more involved and ask questions to both the Principle and the Assistant Principles". I am also satisfied that I have achieved the vision of creating a more enjoyable induction day experience and to receive more positive feedback.

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

On the feedback sheets, employees were given the opportunity to comment on "any ideas for the future". Comments included (Evidence 2:8):

- None it was informative and helped me to get to know the college
- None, keep the more informal style it was really interesting
- Maybe have a session to introduce the college gateway.
- Induction was nice and short, better than a full day of PowerPoint slides!
- Could something like this be done for part time casual staff?
- Exciting format, works well

To further develop the process, an induction for part time casual staff could be implemented as identified by one of the comments made by one of the new employees. Currently only Full Time Permanent/temporary/fixed term employees are invited to attend the day.

In order to find out if the new induction process has improved retention and absence rates, a full comparison can only be made next august. Therefore this is will be reviewed and monitored next year to see if we have achieved our vision.

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

I communicated the feedback of this change to the HR Advisor who then communicated this upwards in an executive board meeting. Evidence 3:1 is feedback regarding my effectiveness of communicating the findings.

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

According to CIPD (2019b), change is one of the core knowledge area within the CIPD profession Map. This area of the map is about taking a structured and planned approach to change in order to ensure that change happens in a considered way. Its about understanding how people experience change and supporting them through it. It's also about knowing and using the tools and techniques for effective change, creating business cases, change readiness, methodologies, levers of change and applying them in a way which ensures that projects are managed effectively and risks are mitigated.

After contributing to the management of change module, I now recognise myself as being on the associate level where I know how to do a SWOT analysis, and use data to create a case for change. I know the different change management approaches and their advantages and disadvantages. I know how to explain why change is happening and basic models for how people experience change. I know how to conduct skills or capability audits and gap analyses in the area of work and the different levers I can use to enable change in my current work. As demonstrated in this module I know how to plan and deliver a project including goals, milestones, resources, risks, costs and interdependencies as identified above (CIPD, 2019).

After a discussion with my line manger, in order to develop further in this area and to be at the chartered member level, I will need to know how to use a range of evidence to develop a costed business case. I will need to know how change management methodologies can impact culture in different ways and how to apply principles of the psychology of change, and how to maximise the way people are listened to during change. To be at this level I need to know how to assess the current and future organisation capability and readiness for change across a range of stakeholder groups, how to assess which levers will achieve and sustain change, and how to select the right project methodology and resource, plan and deliver a project and manage risks (CIPD, 2019). This may be through further research such as journal articles, textbooks and attending CIPD events.

EVIDENCE

L03

EV 3:1

Nia Williams - New Induction

From: Charlotte Jepson
To: Nia Williams
Date: 11/12/2019 12:07
Subject: New Induction

Hi Nia

I just wanted to say well done for the professional way you presented the feedback from the new Induction during our meeting.

You have put a great deal of time and effort into the development of the new Induction and I am very pleased with the positive responses.

Many thanks for your hard work,
Kind regards
Charlotte

Charlotte Jepson
Rheolwr Gwasanaethau AD / HR Services Manager
Coleg Sir Gar / Coleg Ceredigion
Campws Graig Campus
Llanelli
SA15 4DN
01554 748093
charlotte.jepson@colegsirgar.ac.uk

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