

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Change Management portfolio

Word Count:

Student Name: Lauren Davies

Student Number:

CIPD Membership Number:

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: L. Davies

Date: 22/05/2020

Unit Title	Assessment criteria number	Evidence	Evidence description
Contributing to change management	LO 1.1	New rota plan	This evidence will show the plan for our new on call rota which was created with myself and Dr Hassan
Contributing to change management	LO 1.2	Email to medical team about rota changes	This evidence shows an email that I have created to send to our medical team which outlines the changes to our on call rota
Contributing to change management	LO 1.2	Email to the medical team inviting them to a consultation with HR.	This evidence is an email from myself inviting the medical team to attend a consultation process with myself, managers and HR.
Contributing to change management	LO 1.3	Letter from Dr Hassan ST Doctor in O&G	This evidence is a letter from Dr Hassan to state my involvement with the creation of the new on call rota
Contributing to change management	LO.13	Letter from Sarah Rees Senior Nurse Manager	This evidence is a letter from Sarah Rees senior nurse manager for Gynaecology to state that I was involved in the implementation of the new rota
Contributing to change management	LO 1.3	Women's and children's directorate COVID-19 change plan	This evidence is our Women and Children's COVID-19 change plan. This shows all the changes related to the rota that we did and the time scales that we had
Contributing to change management	LO 2.1	Meeting invitation	This evidence is a meeting invitation via email which I had sent to my employees to invite them to a meeting from them to be able to raise any concerns that they might have and for me to explain to them who they can go to for advice and support during this uncertain time
Contributing to change management	LO 2.1	Email following meeting	This evidence is an email that I sent out following our virtual meeting to stating what the changes are, who to contact for any advice or support.
Contributing to change management	LO 2.4	Graph of Survey outcome	This evidence is a graph of results taken from a survey that I had sent out to the medical team
Contributing to change management	LO 2.4	Email to employees to ask them to complete the survey	This evidence is an email from myself to my employees to ask them to complete the attached survey and an explanation of why it is important
Contributing to change management	LO 2.5	Letter from Cindy Evans Directorate Manager	This evidence is a letter from Cindy Evans who is my directorate manager stating my contribution to the change process

Contributing to change management	LO 3.1		Emails from medical team	This evidence is some emails that I have received from my employees explain how they are enjoying the new way of working and if it can remain in place post COVID-19
Contributing to change management			Meeting invitation for 2 month review	This evidence is a meeting invite that I have sent up to my employees in readiness for our 2 month review, Due to COVID-19 still happening I am unable to measure the full outcome of the change so I am evaluating the change on a 2 monthly basis.
Contributing to change management	LO 3.4		Development plan	This evidence is a reflection on the change project and how I improve my managing.

The CIPD (2016) believe that managing organisational change particularly the people management aspect of change is a core concern to the HR profession. The CIPD (2016) suggest that there are many drivers for organisational change these include technological change, shift changes and many more.

LO-1 Be able to plan for the implementation of change processes within an organisation.

During the 2020 Coronavirus Pandemic the NHS had to act fast to be able to implement major change as quickly as possible. As the NHS did not know when the effects of the virus would hit we had to almost change immediately.

In my directorate we had to strip our services down to emergency services only which meant no routine appointments or operations. Apart from majorly effecting our services that we offer to patient's, coronavirus majorly effected our working pattern and how our medical staff worked. Due to having clinics and theatres running through the day most of our medical team would work 9-5 Monday – Friday plus on calls if rotated which are 12 hour shifts. Due to the pandemic we had to consider how the virus would affect our staffing levels.

We had until the 6th April 2020 to completely re-create a new rota for our medical team to work on. Myself and two of our Trainee Speciality Doctors sat down to create a plan. At this point in time no extra money from the government had been discussed so we had to keep the rota as low cost as possible and in line with the cost of our current rota. Shifts consisting of 3 12 hour shifts in a row were agreed as it would give the doctors a break in between shifts and would mean that we had extra staff on hand in case of any sickness within the team. The rota that we came up with meant that there was little added cost and our budget over all remained the same.

The change would directly affect out medical team and we had to consult with them to take in any medical considerations that they might have that could affect the new rota. Due to the short time scale that we had we had one consultation meeting with the medical team with the support of HR.

An initial email was sent out to the medical team explaining what the new rota would look like and if they had any queries that they could contact myself at any time to discuss.

After developing a plan of the new rota I sat down and created a change plan so that I could present the new change to my manager who could then take it to the Coronavirus Bronze meeting for executive approval.

When managing the change process due to the coronavirus pandemic we used an internal change record where we set out all the areas that we needed to change and gave ourselves manageable time scales to be able to work towards.

		MASTER 1 ST ON CALL ROLL CORRECTED DAY OFF FOR X2 HALF DAYS							
WEEK1		MON	TUE	WED	THU	FRI	SAT	SUN	
1 Harry									
2 Mabrouk				L	L	L			
3 Hassan					OFF				
4 Sam		LSCS AM	N	N	N	OFF			
5 Phil		N	OFF	LSCS AM		L	L	L	
6 Tobi		OFF							
7 Yinka		OFF				N	N	N	
8 Tom		L	TH AM		LSCS AM				
9 Jeremy						OFF			
WEEK2		MON	TUE	WED	THU	FRI	SAT	SUN	
1 Harry					OFF				
2 Mabrouk			N	N	N	OFF			
3 Hassan		L	L	L					
4 Sam									
5 Phil						N	N	N	
6 Tobi									
7 Yinka		OFF							
8 Tom		N	OFF				L	L	
9 Jeremy					L	L			

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: islam.abaza2@wales.nhs.uk nicky_Pisjoroskyj@wales.nhs.uk HassanZ@hotmail.com,
Tobi.Olabanj@wales.nhs.uk, TheminaRaza13@outlook.com,
Drfernsndes@hotmail.com, Tom.Tozer@doctors.org,TomWB@hotmail.com,
Lenka.M@Gmail.com

Subject: Rota change

Hi all,

Please note that due to COVID-19 our current rota will be changing. The whole hospital needs to be working on their COVID-19 rotas on Monday April 6th. Myself and Dr Hassan have already created a new on call rota and you will all be aware the whole hospital will now be working on a red and green system.

Instead of 9-5 + on calls the new working pattern as discuss in our consultation will be on call hours only now

Red= Covid wards with COVID with confirmed COVID patients- For us this will be Piction and MLU which will be red obstetrics

Green= Clean wards with no COVID or suspected COVID patients- For us this will be Dynefer and Labour Ward

The rota will be colour coded so you will know what shift you will be doing.
The rota will be going to the COVID bronze meeting this week for executive approval.

If you wish to discuss this please do not hesitate to contact myself at any time. Dr Hassan will be the point of contact for any rota issues.

Many Thanks
Lauren

Lauren Davies
Service Support Manager For the Women and Children's Directorate

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Lauren Davies (Hywel Dda UHB - Service Support Manager)

Subject: Rota Change consultation

Start: Thu 26/03/2020 13:00

End: Thu 26/03/2020 13:30

Recurrence: (none)

Dear all,

Please can you all confirm your attendance by accepting this calendar invite.

This meeting will be with myself, Sarah Rees and our HR representative for Gynae.

In this meeting you will be able to raise any concerns you may have relating to pay, working hours and contract changes.

We will also be talking about the change process and you will be given the opportunity to ask any questions relating to the consultation.

Many Thanks

Lauren



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To whom it will concern,

I can confirm that Lauren has been involved with implementing our new COVID-19 rota with the Middle Grade medical team. Lauren and myself created the new COVID-19 on call rota and held a consultation with the medical team and HR.

We had 4 days to create and implement a new rota ready for the 6th April where Hywel Dda would begin there COVID rotas.

Dr Hassan
ST Doctor in Obstetrics and Gynaecology
Hywel Dda Health Board

Page 1 of 1

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Cadeirydd / Chair
Mrs Maria Battle

Chief Executive
Prif Weithredwr
Mr Steve Moore

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To whom it will concern,

I can confirm that Lauren has been involved with implementing our new COVID-19 rota. Lauren has met with our medical teams many times to discuss the changes and to offer any support and advice that the medical team may require.

Lauren has also set up our consultation period and met with HR to get advice on managing change.

Sarah Rees
Senior Nurse Manager Gynaecology
Hywel Dda Health Board

Page 1 of 1

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Date	Action	Owner	Time-scale
17.03.2020	Cancel all study leave	L Davies	17.03.2020
16/03/2020	Cancelled all routine Gynae outpatient appointments across all sites	S Rees	16/03/2020
16/03/2020	Restricted hospital visiting for 1 hour per day	S Rees	16/03/2020
16/03/2020	All visitors to wash their hands on entering and leaving picture ward	S Rees	16/03/2020
16/03/2020	central log of staff in self isolation	C Evans	16/03/2020
16/03/2020	EPAU to move to main out patients on Monday 23rd March	S Rees	16/03/2020
16/03/2020	Cancelled all routine elective surgery accept USC & Urgent patients	S Rees	16/03/2020
19/03/2020	Cancelled all Recurrent miscarriage clinics	S Rees	19/03/2020
24/03/2020	USC Clinics started- 1 per site	S Rees	24/03/2020

23/03/2020	Centralized telephone triage for EPAU on all sites in Carmarthen	S Rees	24/03/2020
26/03/2020	Middle Grade rota to be changed to oncall only rota- No more clinics	L Davies	01/04/2020
27/03/2020	Rota consultation with HR	L Davies	28/03/2020
30/01/2020	Meet with Dr Hassan to create new on call rota	L Davies	31/03/2020
31/03/2020	New oncall rota to be implemented	L Davies	06/04/2020
30/03/2020	Gynaecology Outpatients and colposcopy decanted to Pardon	S Rees	30/03/2020
30/03/2020	EPAU Telephone consultation commenced	S Rees	30/03/2020
02/04/2020	PPH USC Clinic suspended ptients to be seen in GGH	S Rees	02/04/2020
06/04/2020	EPAU in Withybush suspended patients to be seen in GGH	S Rees	06/04/2020

LO-2 Be able to implement a change plan

Following the approval from the Health boards executive panel at the coronavirus Bronze group the new rota would start on the 6th April. I organised another meeting with our medical team to discuss the new changes to the rota and to make sure that everyone was clear with the new changes. To make sure that our medical team fully understood I then sent out another email following our meeting to highlight who they could go to for any advice or support. Following from this the new rota went live and began on the 6th April 2020.

When implementing the change to my staff I followed Kotter's (1995) 8 stages of change to help and guide me. I followed John Kotter's 8 stages of change which are as followed:-

- Create Urgency – Due to the current coronavirus pandemic there was already a sense of urgency among the team.
- Form a powerful coalition – With the help of one of the ST Doctors we had a good skill range and mix of experience. With Dr Hassan on board he was able to communicate with the wider team.
- Create a vision for change- Kotter (1995) states that change is likely to be very complicated and often hard to understand. The vision for the change needs to be easy to understand but still needs to have an inspirational effect.
- Communicate the vision- The vision needs to be communicated well in order for people to be on board with the changes.
- Remove obstacles- While going through the change process it's important to look for any obstacles that could impact the change.
- Create short term wins- Kotter (1995) suggests that the change process can take a while to reap any rewards so by creating short term goals enables everyone to stay motivated.
- Build on the change- Kotter (1995) argues that it's important to sustain the change for as long as possible.
- Anchor the changes in corporate culture- Kotter (1995) believes that when the implementing they need to become a core part of the organisation.

During a time of uncertainty it's important to build good working relationships and to maintain good positive working relationships. I was able to maintain this by regularly communicating with my team we held virtual meetings every Wednesday afternoon via Skype to discuss any problems or issues that the medical team wish to raise. As a directorate we were always clear and honest with any new information that we had received. Dr Hassan could be seen as our change champion as he would communicate any little changes on a daily basis to the team and answer any concerns.

We were able to measure the change by holding a virtual monthly meeting. Every month we meet as a team in our monthly O&G meeting so we have used this platform to carry on meeting via Skype to discuss how the change has gone and if there are any changes that we need to make.

To monitor the change I sent out a survey to 30 of our medical employees to complete so that we could measure the effect of the change. The overall feedback from the survey was positive however people did feel that there were things that we could go to change things. Having then spoken to the team again it was apparent that the red team was so much quieter than the green team who felt they were busier than ever due to the teams now being split into two.

When looking at the effectiveness of the change we did encounter some problems along the way. As we were now working in two zones, the green and red zone. The green zone being coronavirus free and the red zone containing coronavirus positive patients this meant that some staff members could not work in the red zone due to underlying health conditions. This meant going back to basics and re doing the rota so that people who needed to work in green only zones could.

Lauren Davies (Hywel Dda UHB - Service Support Manager)

Subject: Rota catch up meeting
Start: Thu 30/04/2020 15:00
End: Thu 30/04/2020 15:30
Recurrence: (none)

Dear all,

Please can you all confirm your attendance by accepting this calendar invite we will be holding today's meeting via Skype. The link is below.

This meeting is following last week's consultation and will be an opportunity to discuss the following:-

- What the changes are
- Who to contact for any form of advise

Many Thanks

Lauren

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: islam.abaza2@wales.nhs.uk nicky_Pisjoroskyj@wales.nhs.uk HassanZ@hotmail.com,
Tobi.Olabanj@wales.nhs.uk, TheminaRaza13@outlook.com,
Drfernsndes@hotmail.com, Tom.Tozer@doctors.org, TomWB@hotmail.com,
Lenka.M@Gmail.com

Subject: Follow up from Today Meeting

Dear all,

Following today's meeting I just wanted to follow it up with an email.

We have now made the following changes as of the 6th April 2020:-

- Withybush Junior doctor on call removed and placed into the GGH on call
- Changes to the GGH on call rota red/green
- Changes to the GGH on call hours of work

If you require any further advice then you can contact myself or Dr N Piskorowskj for anything related to the rota changes. Any advice on pay, hours, contracts can now be discussed with Huw Davies our new Gyane HR representative and any issues related to feeling unwell or general advice related to covid must go directly to Helen Hine in Occupational Health GGH.

If you require any information please feel free to contact myself.

Many Thanks
Lauren

Lauren Davies
Service Support Manager For the Women and Children's Directorate

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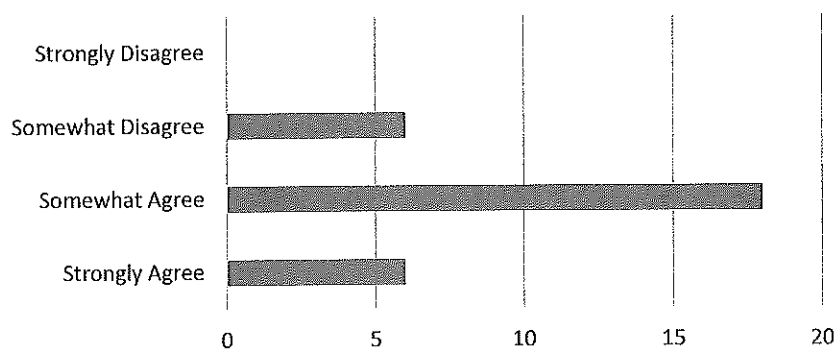
E-bost/E-mail: Lauren.davies13@wales.nhs.uk



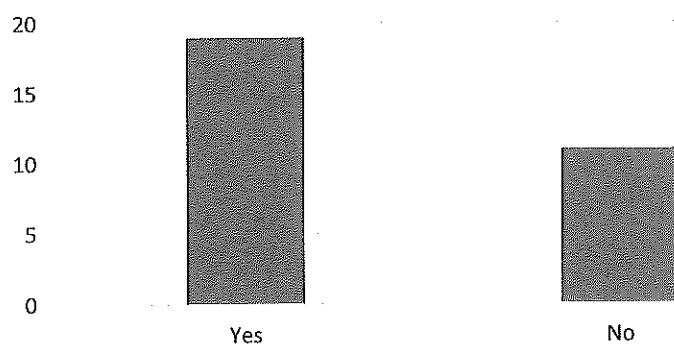
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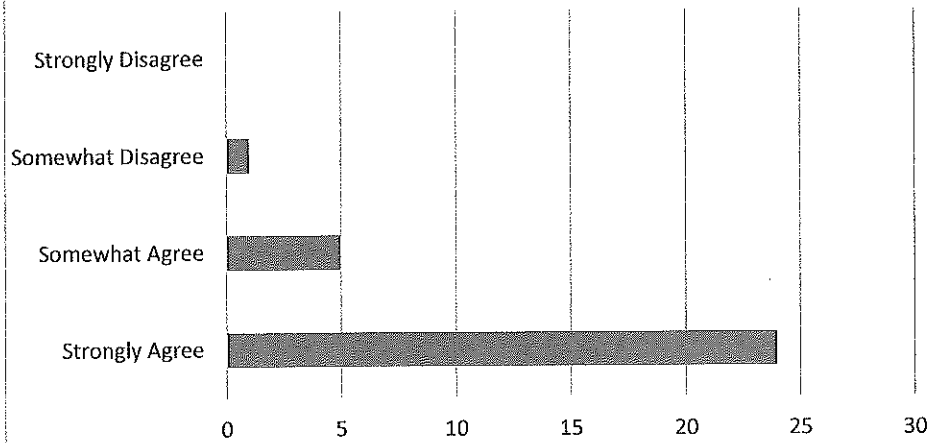
Since the change do you feel more enagaged
in work?



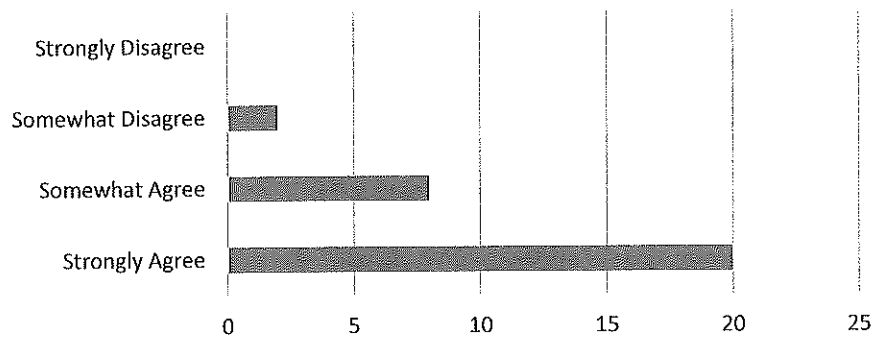
Do you feel that there is anything that we
can doto improve the change?



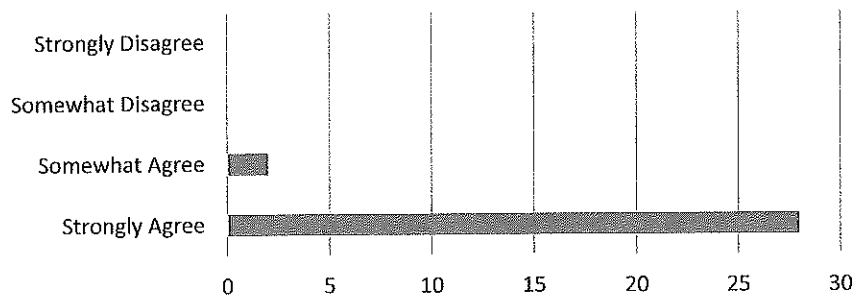
Do you think the change has been possitive?



Do you feel happier at work due to the changes?



Do you feel that the change has had a possitive impact on the working enviroment?



Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: Letchuman Shankar (Hywel Dda UHB - Consultant); roopam; nicola piskorowskyj (Hywel Dda UHB -); Geraldine McSweeney (Hywel Dda UHB - Consultant - Picton Ward); Manal Elbadrawy (Hywel Dda UHB - Consultant); Hassan Wagih Abdelrahman Ahmed Zeinah (HDD - Obstetrics and Gynaecology); Ganeshselvi Premkumar (Hywel Dda UHB - Consultant O&G); Hayley Smith (Hywel Dda UHB - Colposcopy); Oluwatobi John Olabanji (HDD - Obstetrics and Gynaecology)

Subject: O&G Departmental survey

Hi all,

Please can you all complete our departmental survey in order for us to measure how well we implemented a new change in relation to the COVID rota.

Please follow the link below to the survey

https://www.surveymonkey.co.uk/welcome/sem/?program=7013A000000mweBQAQ&utm_bu=CR&utm_campaign=71700000061148706&utm_adgroup=58700005508347663&utm_content=43700050331899354&utm_medium=cp&utm_source=bing&utm_term=p50331899354&utm_kxconfid=s4bvpi0ju&msclkid=09606d2589131ecc8b4e33f537194cb5

Many Thanks
Lauren

Lauren Davies
Service Support Manager For the Women and Children's Directorate

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E-bost/E-mail: Lauren.davies13@walesnhs.uk



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To whom it will concern,

I can confirm that Lauren has been involved with implementing our new COVID-19 rota. Lauren worked with a member of our medical team to create this rota in a short period of time.

The request for a new on call rota came in on March 31st and the new rota was ready to be sent out and implemented by the 6th April.

Lauren and the gynaecology team worked together with HR to effectively implement the new change into our directorate

Cindy Evans
Directorate Manager
Women's and Children's Services

Page 1 of 1

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LO-3 Be able to assess the impact of change process within an organisation

Due to the 2020 coronavirus pandemic still not being over I have not been able to measure the full effectiveness of the change process however I plan to measure the changes every 2 months and compare them to the first survey that we have done after the first few weeks of implementing the change. An invitation has been sent to our medical team to invite them for a 2 month review in June. In this meeting the medical team will be able to raise any new concerns that they may have.

From the first survey that we had conducted you can see that people felt a lot happier at work and felt more engaged as a result of it. From holding our monthly consultations some of the feedback we have received is as followed:-

- The green on call was much busier than the red on call
- The medical team enjoy working 3 long days/ nights in a row and like the time off in between they feel that they have a better work life balance
- The consultant team have noticed a difference on the way that the medical team work
- The medical team would like to continue this type of working pattern

Due to the feedback that we have received from the medical team about wanting to continue this way of working post coronavirus we will have to take this request to the medical director with the evidence we have of the raised levels of engagement.

As stated above we will have to evaluate the benefits of this way of working when the pandemic is over however we will evaluate every 2 months by conducting the same survey to see if the results stay the same, improve or detreated. We will also have to look at ways that we can add training needs of the doctors back into the rota and how it would work with the new way of working.

Until the end of the 2020 pandemic I will continue to communicate effectively with the medical team and make sure that any changes are communicated efficiently to them.

Looking back at my performance while undergoing organisational change due to the 2020 coronavirus pandemic I believe that my performance was efficient given that I had never managed organisational change before and having only been in my current job role for a year it was tuff trying to manage a whole change process by myself. Given we had very slim time scale to be able to implement a new rota I believe that we were effective as we were able to start the rota on the requested date.

Having looked at the CIPD new profession map I do need to improve my skills and knowledge related to change I need to look at how to select the right project methodology and resources, plan and deliver a project and manage risk. I also would like to maintain and improve employee engagement levels.

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: Lauren Davies (Hywel Dda UHB - Service Support Manager) (Lauren.Davies13@wales.nhs.uk)
Subject: Rota WC 20th April

Dear Miss Lauren,

Please could you confirm if it will be possible to continue this way of working? By having time off between shifts I'm getting loads of studying done and is really helping my work-life balance.

Could you confirm please?

Thanks

Yinka

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: Lauren Davies (Hywel Dda UHB - Service Support Manager) (Lauren.Davies13@wales.nhs.uk)
Subject: Rota wc 27th April

Hi Lauren,

Thank you for sending the rota out. I was just wondering what the chances of the rota staying like this are? It's working really well so far and having more time at home as well has been grate for my family.

Happy to discuss with yourself and Nicky P as I know the feeling is strong amongst the team.

Regards

Phil

Lauren Davies (Hywel Dda UHB - Service Support Manager)

Subject: COVID-19 Rota Review

Start: Wed 17/06/2020 14:00

End: Wed 17/06/2020 14:30

Recurrence: (none)

Hi all,

Please can you confirm your attendance by accepting this invitation in your diaries.

In this O&G meeting we will be reviewing the COVID-19 rota and any concerns will be answered by myself or Lisa Humphries.

If you wish to discuss anything sooner please contact myself at any time.

Many Thanks

Lauren

Development plan

NAME:	Lauren Davies	MEMBERSHIP NUMBER:	
COVERING THE PERIOD FROM:	January 2020	TO:	May 2020

What do I want/need to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
In order to support my staff through COVID 19 I want to broaden my knowledge in employee engagement - To involve all employees in any change process as it has been affective this time - To use technology like apps or surveys to gauge feedback. - Due to COVID-19 restrictions create surveys to track engagement levels within the directorate	- Become an expert in designing surveys. - Email employee to encourage them to be a part of employee engagement activities.	- Find free ways of surveying employees. - Actively encourage employees to assist with employee engagement activities	- Increasing numbers at virtual focus groups. - Increasing number of employees responding to surveys - Reporting this key data to my Manager who can then present these findings to the Health Boards executive teams	To review progression on an on-going basis.

In order to broaden my expertise, knowledge and skills set in the behaviour of Decisive Thinker :- - Continually request feedback on my performance and receive feedback on my change process - Continually inform my general manager on the change process and how we are getting on - Continually challenge decisions	- Critically analyse my performance - Changing my behaviour and skills to achieve better results - To question people on decisions	- TO gather data using online surveys on a more regular basis. - Hold more focus groups encouraging employee engagement –	- How often I participate in organisational projects - How often I hold focus groups. - How many employees contribute to employee engagement groups.	- To review progression on an on-going basis. - End of September 2020 to reflect what I have managed to achieve
In order to broaden my expertise, knowledge and skills set in the behaviour of Curious It is critical for me to understand other my employees mental health in order for me to support them during and after COVID-19	To look at my employees wellbeing and ways that I can support them	- To ensure active use of social media platforms to support my employees and to check in on them. - Keep up-to-date new mental health policies - To ensure that I actively encourage my employees to speak about how they feel	When possible be a stakeholder in any projects related to mental health at work within the Health Board.	- To review progression on an on-going basis. - At the end of the 2020 COVID-19 pandemic to reflect what I have managed to achieve and be able to implement new Mental Health Policies.

References

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