

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change

Portfolio of Evidence

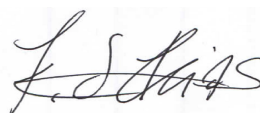
Word Count: 3167

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Student Number: 1904623

CIPD Membership Number: 55479930

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: 

Date: 25 January 2021

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Introduction

The following information was produced in order to evidence my understanding of Contributing the Management of Change at Ecigarette Direct. This ties in with the Contributing to the Management of Change unit of the CIPD level 5 award. I will explore and evidence my contribution to: planning for the implementation of change within my organisation; implementing a change plan and assessing the impact of the change process within my organisation.

Ecigarette Direct (ECD) is a private sector retail and wholesale company which was established in 2008 and specialises in all things vaping. The company started small (from a kitchen in an old farmhouse!) and over the years the company grew rapidly through its focus on customer service. In 2013 the company opened its first shop in Neath, South Wales, and now has a network of 19 shops throughout England and Wales. The wholesale arm, Orderly Distribution supplies hundreds of shops with our products with resellers as far away as Australia. The company advocates quality products, happy customers and education and advocacy. ECD is passionate about the vaping industry and continues to help people to quit smoking while dispelling myths and misinformation about vaping. The company is deemed a small medium enterprise and I joined the company in August 2017 as an HR Administrator.

As a direct result of the Coronavirus pandemic in the first quarter of 2020 the Ecigarette Direct (ECD) board of directors made the difficult decision to close a number of our stores indefinitely meaning a restructuring of the retail arm of our business. We now have 9 stores in our retail portfolio.

I have already assisted in implementing a number of change initiatives at ECD over the years. To tie in my knowledge of change management I decided to retrospectively analyse a recent and ongoing change initiative which saw us implement a new learning and development system at ECD.

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Francesca Deias				CIPD Membership/registration No.: 55479930		
Qualification title: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1904623		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change	1.1	Retail Projections	EV1		
5AMOC	Contributing to the Management of Change	1.1	<i>Line Manager Witness Statement</i>	EV2		
5AMOC	Contributing to the Management of Change	1.1, 1.4	<i>HR Meeting Agenda</i>	EV3		
5AMOC	Contributing to the Management of Change	1.1, 1.2	<i>SWOT Analysis</i>	EV4		
5AMOC	Contributing to the Management of Change	1.1, 1.2, 1.3,	<i>Retrospective Change Plan for Google Classroom</i>	EV5		
5AMOC	Contributing to the Management of Change	1.3, 1.4	<i>Example Retrospective Gantt Chart</i>	EV6		
5AMOC	Contributing to the Management of Change	1.2	<i>Stakeholder Mapping</i>	EV7		
5AMOC	Contributing to the Management of Change	1.2, 1.3, 1.4, 1.5	<i>Notes from HR planning meeting</i>	EV8		
5AMOC	Contributing to the Management of Change	1.4, 2.1	<i>Extract of Google Classroom Trello Board</i>	EV9		
5AMOC	Contributing to the Management of Change	1.1, 1.2, 1.3	<i>Retrospective Communications Plan</i>	EV10		
5AMOC	Contributing to the Management of Change	2.1	<i>Evidence of creating & adding materials to Product Zone</i>	EV11		
5AMOC	Contributing to the Management of Change	2.1, 2.2, 2.3	<i>Calendar invite to Product Team re Product Zone</i>	EV12		

5AMOC	Contributing to the Management of Change	2.3	<i>Communication collaboration with Head of Retail</i>	EV13		
5AMOC	Contributing to the Management of Change	2.3, 2.4	<i>Screenshot of Google Chat re: adapting and making changes</i>	EV14		
5AMOC	Contributing to the Management of Change	2.1, 2.2	<i>Product Zone Launch Comms</i>	EV15		
5AMOC	Contributing to the Management of Change	2.1, 2.2	<i>Extract of ECD October Newsletter</i>	EV16		
5AMOC	Contributing to the Management of Change	2.1, 2.2	<i>Google Classroom Launch Email Comms</i>	EV17		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Calendar invite to employee for 1:1 Google Classroom Training</i>	EV18		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Follow up support email to employee</i>	EV19		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Statement from employee</i>	EV20		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Calendar invite for Google Classroom Manager training</i>	EV21		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Follow up email to managers</i>	EV22		
5AMOC	Contributing to the Management of Change	2.3	<i>ECD Our Core Values and Mission Statement</i>	EV23		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Calendar invite to project collaborators for catch up meeting</i>	EV24		
5AMOC	Contributing to the Management of Change	2.2, 2.3	<i>Email to Line Manager of Customer Service team</i>	EV25		
5AMOC	Contributing to the Management of Change	2.1, 2.3, 2.4	<i>Screenshot of Google Chat 'Staffroom'</i>	EV26		
5AMOC	Contributing to the Management of Change	2.1, 2.4	<i>HR Video Call Calendar Invite</i>	EV27		

5AMOC	Contributing to the Management of Change	2.3, 2.4	<i>Employee feedback re Google Classroom</i>	EV28		
5AMOC	Contributing to the Management of Change	2.4, 3.2, 3.4	<i>Customer Advisor Marks Matrix</i>	EV29		
5AMOC	Contributing to the Management of Change	2.4, 2.5	<i>Extract of HR Update</i>	EV30		
5AMOC	Contributing to the Management of Change	3.1	<i>Training Tracker V1</i>	EV31		
5AMOC	Contributing to the Management of Change	3.1	<i>Training Tracker V2</i>	EV32		
5AMOC	Contributing to the Management of Change	3.3	<i>Draft Communication to be added to January 2021 Newsletter</i>	EV32		
5AMOC	Contributing to the Management of Change	3.4	<i>Line Manager Statement to college tutor</i>	EV35		
5AMOC	Contributing to the Management of Change	3.4	<i>CIPD Understanding Change Management On the Job Training Self evaluation</i>	EV33		
5AMOC	Contributing to the Management of Change	3.4	<i>CIPD Profession Map Change Standards</i>	EV34		

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:	FS Deias	Date:	25 January 2020
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LO1- Be able to plan for the implementation of change processes within an organisation

As a direct result of the Coronavirus pandemic in the first quarter of 2020, the Ecigarette Direct (ECD) board of directors made the difficult decision based on negative projections (EV1, 1.1) in the retail sector, to close 11 of our UK stores. This meant that we could no longer financially support certain roles at ECD such as our Area Managers and our Learning & Development (L&D) Manager (EV2 1.1, 1.2). These roles were made redundant and the decision was made to bring L&D back under the HR department, with more support from line managers through using an integrated new system, Google Classroom. A potential benefit of introducing the new system could see an increase in employee engagement. According to the CIPD (2019) successful employee engagement makes use of learning and development practices in order to help employees understand their contribution to the organisation's objectives and culture. As a result of recent Coronavirus related upheaval and organisational restructure, employee L&D has been on the backburner. However, feedback from managers is that there has been a general outcry for more training and personal development, particularly from our retail employees. Another potential benefit of implementing Google Classroom is that it is a very collaborative system which will allow both HR and line managers to assign and monitor employee training and development. It will offer a good overview of our training matrix so we can easily and quickly see who has completed what training and highlight skills gaps. This means that it will effectively reduce administration for line managers plus it will also integrate seamlessly with our preexisting organisational software.

In June 2020 the HR team met virtually (EV3, 1.1, 1.4) to discuss the planning, development and implementation of Google Classroom at ECD. We discussed that it was not appropriate to officially launch it as our new L&D system until the retail redundancy consultation was concluded in September. Due to the impact of the Coronavirus lockdown and with our retail stores starting to re-open, we needed something to engage employees whilst footfall was reduced and to also get them thinking about their own L&D. It was agreed that we could pave the way for the future release of Google Classroom by launching the 'Product Zone' to retail teams with the aim to research, plan, build and release this by the end of July 2020. We agreed that the company wide rollout of Google Classroom could begin in October 2020.

In hindsight we could have reviewed some Change Management theory and models such as Kotter's 8-Step Change Model (Croner-i, 2019) in our planning. At the time we did not use any diagnostic tools or create a Change or Communications plan. Use of such tools would have allowed us to take an evidence-based approach to provide information for strategic decision-making (Rees and Hall, 2016). I have retrospectively created these in order to understand how we could use these tools going forward when implementing any future change as well as evaluate how we implemented the change.

A SWOT analysis is useful to determine the strengths, weaknesses, opportunities and threats that could be associated with implementing change. If we had used a SWOT (EV4, 1.1) or PESTLE analysis initially, it may have been easier to identify internal/external factors, highlight the most

important issues, identify strategic options (CIPD, 2020a), communicate the benefits and pre-empt any 'threats' such as negative feedback or resistance to change.

A Change Plan should be used to successfully manage change by defining the vision and objectives, the specific activities required, resources, stakeholders, monitoring and defining success. As we did not use this tool when planning our change at ECD I have created a retrospective one (EV5 1.1, 1.2, 1.3) along with a Gantt Chart (EV6 1.3, 1.4). On analysis of these tools it became obvious that we could have better planned and understood how the change would impact stakeholders and designed a strategy to help them navigate it (SHRM, no date). It would have also highlighted potential stakeholder resources such as collaborators at an earlier stage and could have better utilised them from the outset rather than drawing them in when needed. This actually delayed the project at some stages due to existing workloads of the collaborators required. If we have thoroughly planned for their expertise we could have alerted them ahead of time and planned meetings and tasks accordingly. We could also have used a stakeholder mapping tool (EV7 1.2) which could have helped us determine stakeholder's grouping for change communications (SHRM, 2019a) and to help identify potential influencers to assist us in to help communicate necessary changes, convince skeptical employees and even assist in developing and implementing the program (McKinsey, 2014). The majority of our planning and assigning of tasks was made during open discussion during HR team video calls where I would highlight resources required (EV2 1.3) and communicate elements of the change to gain agreement of aspects of its implementation (EV8 & EV9 1.2, 1.3, 1.4, 1.5) from my line manager and HR Director.

Organisations that are serious about change management should develop a communication plan, which is a roadmap for change sponsors, and a plan for dealing with resistance (SHRM, no date). It should set out communication goals, stakeholders, communication activities and timeframes (SHRM, 2017). Again we did not have a specific communications plan so I again created a basic one, retrospectively (EV10 1.2, 1.4). On completion of my communications plan it was evident that using this tool would have helped us to review our potential deliver channels as well as individual stakeholder requirements and identify the information that they needed to receive and when. It would also have helped us plan a robust Communications Schedule and events that we intended to hold in order to disseminate communications to our stakeholders (SHRM, 2019b) as well as identify whose responsibility it was to organise said communications. The plan could have also helped us to earlier identify individual support requirements so we could have further planned appropriate advice, signposting to support, training, coaching and mentoring. Effective internal communication is important for developing trust and can impact on engagement, organisational culture and productivity (CIPD, 2020b).

LO2- Be able to implement a change plan

After the general plan was agreed I created a Google Classroom project board on Trello to help me organise project tasks (EV10 1.4, 2.1, 2.5). Trello is a project management tool that we use at ECD which allows teams to collaborate on projects and tasks. As well as drafting communications (EV2 2.1) I began to build the Induction Classroom and Product Zone on Google classroom from scratch, this involved gathering resources and creating materials and assignments (EV11 2.1), this meant having to collaborate with the product and retail team (EV12 2.1, 2.2, 2.3) (EV13 2.1, 2.2, 2.3) to agree on accurate content and adapt to make changes where required (EV14 2.4). Once these classrooms had been reviewed and signed off I began to refine the launch communications (EV2 2.1) for the Product Zone before its release in July (EV15 2.1, 2.2). After launching the product Zone and on conclusion of the retail restructure in September we began to finalise the launch of Google Classroom as a L&D platform and communicated it to the company (EV16 & EV17 2.1, 2.2).

Communication needs to be tailored to the audience; different stakeholders will have their own preferred ways of communicating which is why it is important to use a mix of communication channels. For the majority of stakeholders, information was communicated predominantly via email and through Google Classroom itself. However I was able to identify particular individuals who would benefit from additional 1:1 support and training (EV18 2.2). One individual prefers to communicate via telephone so I made myself available to her for support. In order to support her going forward I would often follow up what we discussed in an email in case she needed to refer to it in future (EV19 2.2, 2.3). I also supported various other colleagues to suit their requirements (EV20 2.2, 2.3). I also identified additional stakeholders who could support us in the implementation and maintenance of Google Classroom so I supported them by holding a virtual training session (EV21 2.2, 2.3).

Collaborating with the product and retail teams meant that I was able to convey our vision and objectives and how the change would affect them (EV22 2.2, 2.3). Bringing them on board in this way helps to build trust and commitment. "People support what they help create", (Armstrong, 2020, p.696) meaning that commitment increases when collaborators own the change as something they want and will benefit them. At ECD we already foster an organisational culture that encourages commitment and embraces change, to a shared vision (Kew & Stredwick, 2016) (EV23 2.3). We also support through training and development which was another reason why we wanted to implement this system to further support our employees development and thus further enhancing their responsiveness and ability to adapt to change (Wilkinson and Taylor, 2016). I held monthly meetings with project collaborators (EV24 2.2, 2.3) in order to keep them engaged and informed as well as keeping managers of larger teams briefed of our plans to ensure they could plan into schedules. Taking the time to do this helped maintain positive working relationships and support from these managers (EV25 2.2, 2.3). Acas (2014) note that line managers are particularly important during periods of change because they provide context to their team and can translate the change and relate it to the particular circumstances of their employees.

When planning for change we should be agile and make such plans with contingencies built in; continually monitor changes and adapt plans accordingly (Rees & Hall, 2016). We are already an agile workforce and adapt to changes swiftly as required. When monitoring the effectiveness of the implementation we had regular communications as a team on Google chat in our dedicated 'Staffroom' chatroom (EV26 2.1, 2.2, 2.4) and via HR team video calls (EV27 1.4) to monitor the implementation and discuss any feedback or roadblocks and agree and make adaptations as required. We always encourage employees to provide us with feedback (EV28 2.3, 2.4) on ways to improve our systems and processes and this change process was no different. When giving an employee support in using the system over the phone she asked if we could add some additional information to one of the classrooms that would help her in her role and potentially assist others, I took this feedback on board and updated the relevant classroom with her suggestion.

We used the various Google Classroom marks matrix's (EV29 2.4, 3.2, 3.4) as a way to monitor how the implementation was progressing. If we found there were delays with completing specific training and there was no reasonable explanation (ie. pandemic related reasons) we would review the training module and try to gain feedback from users and then adjust the modules accordingly. We came to realise that there were some limitations with some integrations on Google classroom and devised workarounds or fixed them where possible.

Our organisation uses a cloud based HR system called PeopleHR (PHR) which holds all employee records. It is my responsibility to oversee the maintenance of the records on this system. I updated the existing training matrix on PHR in order for it to work alongside Google Classroom meaning that employee records could be updated easily (EV2 2.5). I also ensured that I regularly updated Trello so the rest of the team could view my progress in completion of tasks (EV9 2.5). Throughout the rollout of Google classroom it was important to keep on top of the 'marking' of training courses to ensure they were completed correctly and to deadlines, the Classroom Mark matrix's (EV29 2.4, 2.5) helped to keep on top of this. We were also required to report regularly to the directors on how the change process was progressing, this was added to our regular HR Update which is sent to our directors (EV30 2.5) on a weekly basis.

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

Ways that we can measure the effectiveness of our change process includes assessing the change management activities (Prosci, no date). I was tasked with completing as well as monitoring the outcomes of the activities at both individual and organisational levels. I am able to evidence my change management activities were completed on Trello (EV9 3.1). Other outcomes to measure effectiveness is whether all compliance assignments that were assigned were completed on Google classroom by the deadline of the 15th January 2020. I created a tracker spreadsheet to keep track of the assigned courses so they could be easily chased up via managers or directly with the individuals (EV31 2.4, 3.1). I am pleased to evidence that all head office training assignments were completed by the January deadline (EV32 3.1). The fact that these assignments were completed makes our organisation compliant in a number of areas as well as improving skills and knowledge in a number of key areas including Information security, GDPR and health & safety. This will help to reduce insurance risks as well as reduce health and safety incidents.

As part of this process we have highlighted areas that need further work. Although work on the Induction Classroom initially made good headway this has been put on the backburner due to the lack of new starters as a result of the pandemic. We are already looking at implementing some of the employee feedback (EV28 3.2) that we received in relation to some of the elearning content that is supplied to us by an external provider. General feedback was that the content was not engaging which hampered the learning experience. We intend to source a new elearning provider which offers compliance training that is captivating and engaging in order to support learning. We also intend to seek feedback from employees (EV32 3.2, 3.3) on what content they would like to see on Google Classroom to support their L&D. In particular we need to now prioritise role specific training plans which until now have been put on hold due to the pandemic. It is important that we continue to work with leaders and employees to monitor adoption of the new systems and drive lasting change as well as measure the impact (SHRM, no date).

We completed our aim to implement and rollout Google Classroom to all employees and the majority of compliance training was completed by the deadline of 15th January. We had a 100% success rate of compliance training for all head office staff being completed (EV32 3.3). Unfortunately our efforts were often hampered by the shifting situation of the pandemic, with retail staff having to go on/off furlough at short notice. This meant that we had to adapt quickly and change plans to release training modules as training was sometimes postponed or, by the end of January, incomplete. As I regularly communicated progress with our directors via the weekly HR update (EV30 3.3) they are already aware of the key outcomes. It is essential to celebrate successful change by communicating it to the organisation as it can help embed a positive change ready culture for the future (Wilkinson and Taylor, 2016). We intend to celebrate our success by communicating it in our monthly newsletter which is due to go out at the end of January. I have drafted the key findings (EV32 3.3) to be reviewed and then published in the newsletter.

The new CIPD Profession Map (2020c) has 6 core areas of knowledge, one of which is Change. Change should take a structured and planned approach in order to ensure that change happens in a considered way through understanding how people experience change and providing them with support through the process. (CIPD, 2020c). Prior to this module I believed I was operating at Associate level as I had little experience with

using different levers to enable change in my work or certain aspects of delivering a project, such as costs and interdependencies. Although I understand the tools and techniques for effective change such as creating business cases, change readiness, methodologies, levers of change, etc, until now I had no active experience in applying them to a change initiative in order to ensure that a project is managed effectively, and risks are mitigated (CIPD, 2020c). I now believe that I am working towards Chartered Member level based on the change standards within the profession map (EV34 3.4).

I feel that my performance in contributing to the management of change at ECD was favourable based on the positive feedback from my line manager (EV35 3.4).

I made myself available to all employees to contact me when needed in order to support them in using the new system and I regularly provided tailored 1:1 support to individuals (EV19, 2.2, 2.3, 3.4). I believe that this tailored and supportive approach helped to build positive relationships with employees and teams at ECD. I would have liked to have conducted more face-to-face communication and training sessions however that was not logistically feasible due to the ongoing pandemic and a lot of teams, including myself, predominantly working from home.

We were lucky to not have experienced much resistance to the proposed change from our stakeholders. There were only a few individuals who originally resisted due to concerns with workloads. However when I communicated to them the importance of the system and compliance training and how we could support them to complete it there was little resistance. They have accepted the need for change but I am conscious that these employees may still express a certain amount of opposition going forward so we need to continue to win these employees over, making the most of their positive feelings and the way this can influence others (Acas, 2014).

Ensuring the implementation of Google Classroom and facilitating this goal to completion took a lot of hard work and planning. Going forward I will ensure to use some of the change planning tools, such as Gantt chart, alongside our existing project management system, to assist me in successfully planning for the additional work on existing and new classrooms.

However, in light of completion of this Change module, it is evident that the current way we plan for change at ECD could be vastly improved through reviewing theory and using tools such as a SWOT and/or PESTLE analysis as well as producing a detailed Change and communications plan from the outset. The use of these tools would have helped us plan our time better but also to highlight individuals whose support we needed earlier and organise tasks more effectively.

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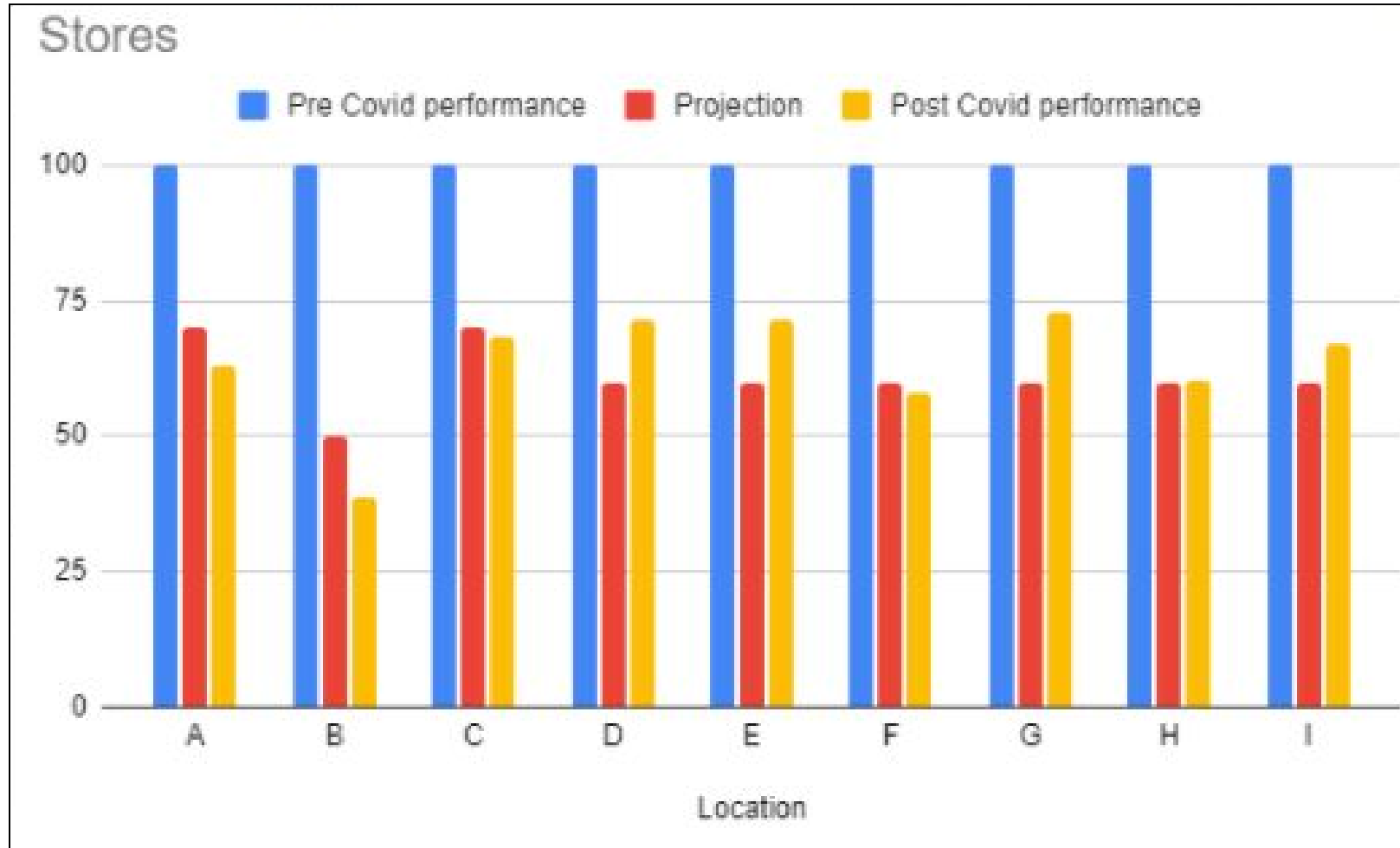
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Google Classroom Change Management

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8 January 2021 at 21:14

Hi Fran

College feedback for you...let me know if you need anything changing.

Dear

Following the business making a difficult decision to make the role of Learning and Development manager redundant in September 2020, training was brought back under the remit of the HR department. The senior management team had to reevaluate and change the way employees were trained and ensure individuals development continued.

As HR Administrator, Fran played a vital role in identify ways technology could be used to train employees remotely, on mandatory training such as Health & Safety but also included training on product knowledge and leadership development. Like many other businesses E Cigarette Direct had the added pressure and restraints of operating during the Covid pandemic.

Having limited budget and a tight timeframe, Fran and the HR department agreed Google Classroom was a suitable platform to deliver training remotely to employees. Fran established the current 'employee chrome books' would support Google Classroom so the IT infrastructure was already in place. Fran and the HR department set up 'classrooms' for each position within the retail sector and a classroom for Head Office so individuals could be set specific training based on their position/job.

Fran played a key role in writing assignments for employees. She often referred to her own studies, and identified different training techniques which could be used to support employees different learning styles.

To ensure employees could complete the training, Fran would 'test' assignments first so any problems could be identified and resolved before the training was assigned to employees. Fran also created quizzes, and other fun activities to keep employees engaged and using google classroom.

As part of the induction program, Fran updated new employees induction to give them an overview of how to use Google classroom and completed the necessary H&S training via google class when they started so they got familiar with the training platform.

Fran also drafted coms to employees to launch the new training platform to existing staff, ensuring they had all the information they required to log on and complete the training they are set. Fran also had to train some individuals, individually to use the new training system, as they had limited IT skills.

Reports of training completed were also created to record employees training accurately. Fran could also chase outstanding training with individuals when required.

Throughout the project Fran played a vital role in ensuring the delivery and recording of of training within the business was seamless.

Best wishes

Sian

Meeting Agenda

Location

Google Meet

Date

2020/06/02

Att by

Charlotte, Sian, Fran

e-cigarette

DIRECT

	Agenda	Responsible	Task	Completed
1	Workloads			
		S		
2	Cases			
		I		
3	Projects			
	Retail Restructure	F/S	F to collect data and create <u>consultation</u> schedule	
		C	Calculations one F runs data	
	Google Classroom- 'Product Zone'	C	Research	
		S	Training matrix	
		F	Start to build Product Zone	
	Google Classroom- Future Rollout	S/F	After <u>end</u> of restructure	
		S/F	Start to develop Training matrix	
4	Recruitment			
	Copywriter	S		
	Additional WH temps	F	Final stage interviews	

ECD Google Classroom SWOT Analysis

 Strengths	• Strong Embedded Values & Culture ie. Company Value - <i>Continuously seek improvement</i> • Move to remote learning will reduce costs • Collaborate system • Good overview of training matrix and who has completed what • Will reduce training administration for line managers
 Weaknesses	• Employees will have to learn a new system • Non buy in from senior and line managers • Potential non-integration with external elearning providers
 Opportunities	• Potential increase in customer satisfaction • Potential increase in brand satisfaction • Potential increase in sales • Increase in employee engagement
 Threats	• COVID19- further lockdowns ie. temporary store closures • Increase in sickness absence/ self isolation due to COVID19

ECD Google Classroom Change Plan

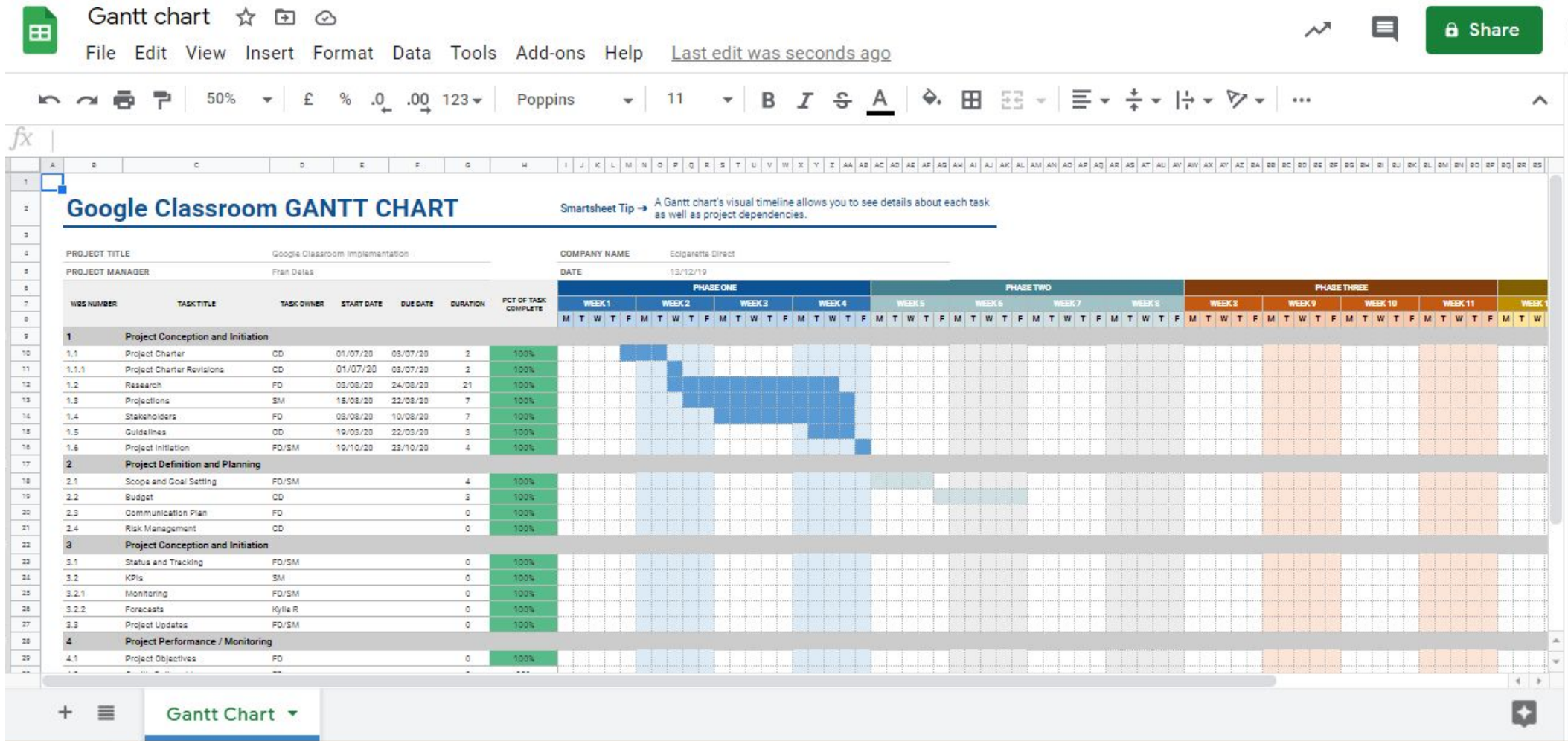
Created by	Fran Deias
Date	13 December 2020

Vision and Objectives
Officially launch our new L&D System Google Classroom- First stage to launch Product Zone then second stage Google classroom company-wide rollout following the conclusion of restructure and removal of L&D Manager. Ensure all employees complete all mandatory compliance training on Google Classroom by Mid January 2021.
Activities to achieve objectives
See separate Gannt Chart. *See Trello board*
Business case (<i>evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks</i>)
See Retail projections Chart *See SWOT analysis* Reduced costs Collaborative and integrated system Reduced admin time for HR & line managers
People affected (<i>stakeholders – employees, particular employees, customers, shareholders</i>)
All employees. MD- Product administrator 3x retail store managers
Scope of change (<i>eg one site, one product group</i>)
Rolled out to all departments/sites at ECD.
Roles (<i>project manager, sponsor, team members</i>)
HR: CD, SM & Francesca Deias
Communication strategy (<i>attach communication plan, list of change champions</i>)
See separate Communications Plan

Support to be offered (<i>advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan</i>)
Guidance, training sessions (specific employees), Coaching, 1-2 technical support via phone, email & Google Chat as required
Timings and milestones (<i>see Gantt chart</i>)
See separate Gantt Chart
To be fully implemented and compliance training to be completed by 15 January 2021.
Resources required, including cost (<i>equipment, time, people, materials, guidance</i>)
Already have G-suite as Company OS so basic google Classroom no additional cost. Time from the Product team to discuss Product Zone content, materiels, maintenance going forward (MD) Time from retail store managers for training session and adding content to PZ in future Discuss additional content for retail classrooms with Head of Retail Employes time to complete courses- potential for paid overtime out of hours for busy teams eg. Customer service & Warehouse Chromebooks for employees to use (retail- already have a supply in stock and approx 10 will be returned with store closures, so no additional costs)
Monitoring activities
Monitoring of course completion on Google Classroom
Success Measures
Number of/all courses completed within set assignment deadlines and by 15 January 2021. Positive Feedback from employees/managers. Increase in product knowledge in retail & Customer service staff.

EV6

Example Retrospective Gantt Chart



Stakeholder Mapping Worksheet

Stakeholder Influence/Interest Matrix

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

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

Stakeholder Grouping

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

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Directors	High	High	Key Players
Retail Managers	High	High	Key Players
Retail Employees	Low	High	Keep Satisfied
Brand & Marketing	High	Low	Minimal Effort
Warehouse Team	Low	Low	Keep Satisfied
Customer Service Team	High	Low	Minimal Effort
Product Team	Low	Low	Keep Satisfied
IT & Web Team	High	Low	Minimal Effort
Accounts Team	Low	Low	Keep Satisfied

7/7/20 Google Classroom

- + Induction/6 weeks ^{to organise} by week + welcome day.
- + Merge material & assignment? C25
- + Quiz scoring individual answers? Google form. → BC.
- + Chat handout (Induction + res)
- + H&S EN upload certificate (Induction) Rubix
- + DfE Assessments. → New classroom compliance Training. → CD
- + SWOT/PESTLE factsheet + Tenupbytes CIPD
- + Sub Topics ~~in Capital~~ Topic 1, etc.
- + Upload Futura guides
- + Look at videos (screencastify) Futura
 - Log on / click in/out
 - Customer search / Loyalty card
 - Gift card
 - Exchanges / Returns
 - Missing goods / Faulty
 - Deliveries
 - Banking
 - Petty cash
 - Offers?
 - Transfers.

Byo Device
Guidance
Write material!

2 POS systems
3 mals / tanks.

Products Starter kit / rad 16 / ren
+ Pen / All in one

Products

- Show him round eg. C25 video
- Videos? or just voice over ✓
- Battery training ✓
- Website ECD ✓
- Appire New ride ✓
- Chromebooks

Time
Create/contribute to material

Product zone
Lunch
24/7/20
After lunch
only people in work!
Email!
then add to classroom(s)

product content?

+ Battery Topic?

+ Remove battery safety from Product zone.

+ Lunch new products, 1 per day. go with Michael today

- Products Classroom. go many topics! + up home.

Live with m... / m... Nord 2

+ 1 new products.

- Add benefits to key features on website?

- New product launch and 2ty

- Test announcements on resources stream

- m... training videos!

Google Classroom
in list In progress

Description [Edit](#)

Product Zone Development and rollout
Classroom Resources Development
Google Classroom rollout to whole company

Checklist [Hide completed items](#) [Delete](#)

93%

- ☒ Collect Product Knowledge Resources onto Drive
- ☒ Agree Categories with WB/MD
- ☒ Build Product Zone content- May need to speak to WB/LW/BC
- ☒ Build assignments and add to Classroom Resources
- ☒ Liaise with MD re: product list/new products to be added to PZ
- ☒ Rollout Product Zone to Retail & CS teams
- ☒ Meet with Store Managers to train on PZ to add new products
- ☒ Add additional store manager teachers on PZ
- ☒ Assign first assignments on PZ
- ☒ SM Mark assignments
- ☒ ED to create additional classrooms- Induction, Managers, Supervisors, Customer Advisors & HO roles
- ☒ Agree categories for new classrooms
- ☒ Add basic content to new classrooms

SUGGESTED [Settings](#)

- [Join](#)

ADD TO CARD

- [Members](#)
- [Labels](#)
- [Checklist](#)
- [Due Date](#)
- [Attachment](#)
- [Cover](#)

POWER-UPS

- [Google Drive](#)

[+ Add Power-Ups](#)

Get unlimited Power-Ups, plus much more.
[Upgrade Team](#)

BUTLER NEW [Info](#)

- [Done](#)
- [+ Add Card Button](#)

ACTIONS

ECD Google Classroom Communication Strategy	
Issue	ECD has recently undergone a retail restructure in order to save costs based on retail projections. As a result there have been redundancies due to 10 store closures and also the Area Managers & Learning & Development (L&D) Manager has been made redundant. L&D is being brought back under HR and we plan to implement a L&D system.
Research	Google Classroom L&D strategies Feedback on previous L&D programmes as lead by L&D Manager
Communication Objectives	2 Stage: • Redundancy of L&D Manager/ New Retail Structure • Build on Product Zone - New L&D System- Google Classroom • Introduce Google Classroom • Address anxieties or concerns • Maximise acceptance and understanding from staff following initial announcement • Training / Support to complete compliance training
Audiences	Senior management team Retail staff Head Office staff
Key Messages	Previous groundwork has been laid re: retail performance decline Introduction of Product Zone Redundancy of L&D/Retail Managers Rollout of Google Classroom as L&D system
Tactics	Timing- 2 Stage process (see above):

	1st Stage- First announcements end of September/Beginning of October after termination of employment of those made redundant. Build on Product Zone, lay groundwork for Google Classroom. 2nd Stage- Introduction to Google Classroom and compliance training, signpost/offer support.
Channels	Newsletter Email Intranet Team Meetings 1:1's
Risks	Potential further decrease in morale as a result of having to learn new system Delays in implementation as a result of COVID19 lockdown(s)
Measurement	Staff engagement & Morale (feedback from staff & line managers; Surveys) % of courses completed % of courses completed on time Feedback from individuals on courses via email & via comments on Classroom
Review	TBC: What new opportunities are there to communicate internally following implementation? What worked well? What could be introduced on a regular basis?

Evidence of creating & adding materials to Product Zone

Product Zone

StreamClassworkPeopleMarks

Fran Deias posted a new material: Smok Morph 219 Kit
16 Jul 2020 (Edited 1 Sept 2020)

Fran Deias posted a new material: Innokin Cool Fire Mini + Zenith D22 Kit
16 Jul 2020 (Edited 1 Sept 2020)

Fran Deias posted a new material: Smok Nord Kit
16 Jul 2020 (Edited 28 Aug 2020)

Fran Deias posted a new material: Innokin Endura T18II Kit
16 Jul 2020 (Edited 28 Aug 2020)

Fran Deias posted a new material: Innokin Adept Zlide Kit
16 Jul 2020 (Edited 1 Sept 2020)

Fran Deias posted a new material: Essentials/Accessories
15 Jul 2020



Fran Deias <fran.deias@ecigarettdirect.co.uk>

Accepted: Product Zone - catch up @ Thu 23 Jul 2020 2:30pm - 3:30pm (BST)
@ecigarettdirect.co.uk)

1 message

Fran Deias <fran.deias@ecigarettdirect.co.uk>
Reply-To: Fran Deias <fran.deias@ecigarettdirect.co.uk>
To: sian.morgan@ecigarettdirect.co.uk

23 July 2020 at 09:04

 has accepted this invitation.

Product Zone - catch up

When Thu 23 Jul 2020 2:30pm – 3:30pm United Kingdom Time

Joining info Join with Google Meet
meet.google.com/taf-nglj-jes

Join by phone
[+44 20 3956 4190](tel:+442039564190) (PIN: 855125437)

[More phone numbers](#)

Calendar  @ecigarettdirect.co.uk

Who

-  @ecigarettdirect.co.uk- organiser
-  @ecigarettdirect.co.uk
-  @ecigarettdirect.co.uk
-  @ecigarettdirect.co.uk
-  @ecigarettdirect.co.uk



Fran Deias <fran.deias@ecigarettdirect.co.uk> 1 Oct 2020, 13:08

to CH [redacted] Human

Just checked and C25 hasn't been added to the classroom yet.....I think I paused it as I was waiting for it to be reviewed and refreshed before doing it?? That rings a bell anyway...

If you are happy with the current version of the Quiz I will get it converted and uploaded as an assignment to Classroom Resources so it is ready to go the Essentials classroom when needed.

Thanks,

Fran



[redacted] <[redacted]@ecigarettdirect.co.uk> 1 Oct 2020, 13:13

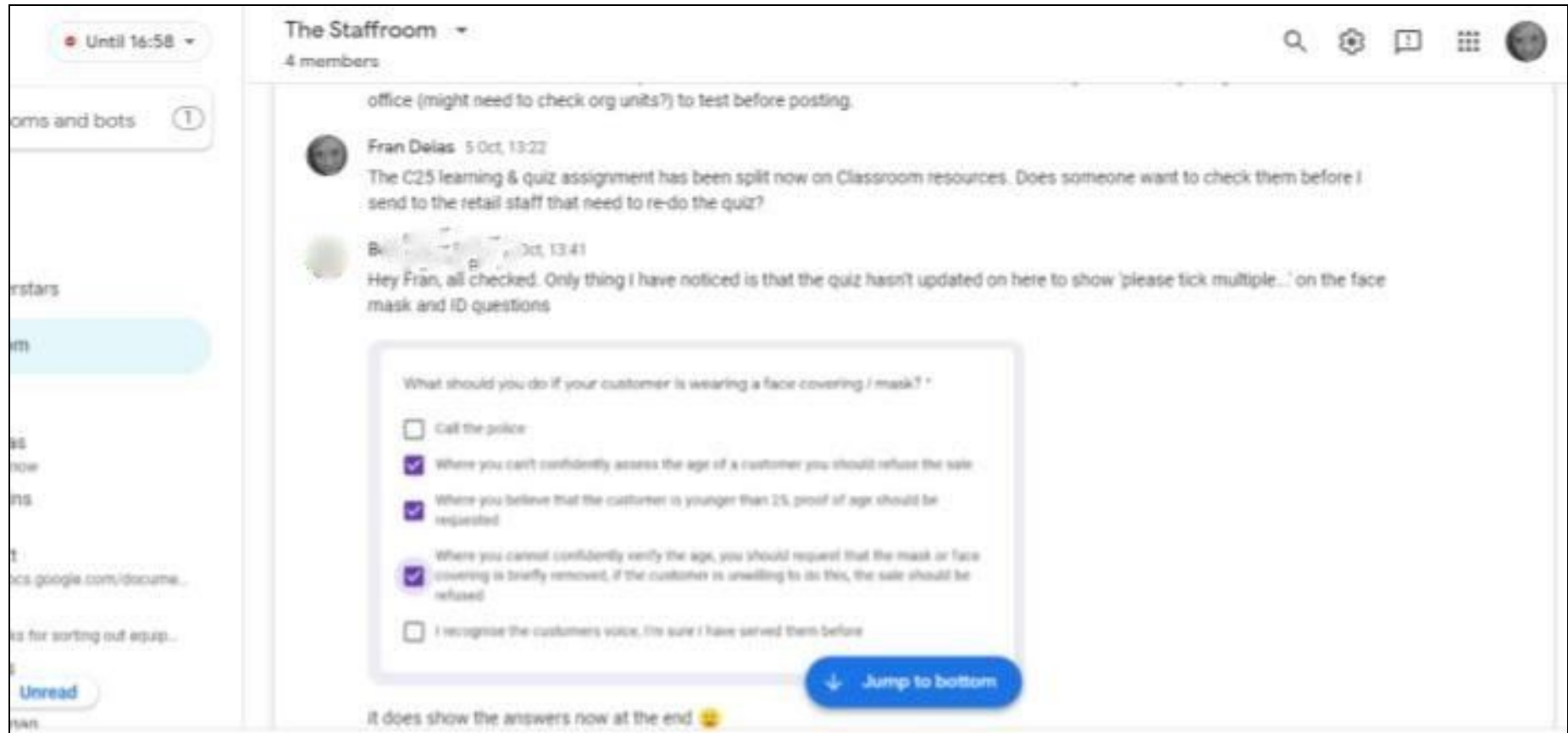
to me, CH [redacted] Human

Hey Fran

Yeah, it's all good, I must have done it early July and tested it and not let you know. Apologies. All good to go out.

Cheers

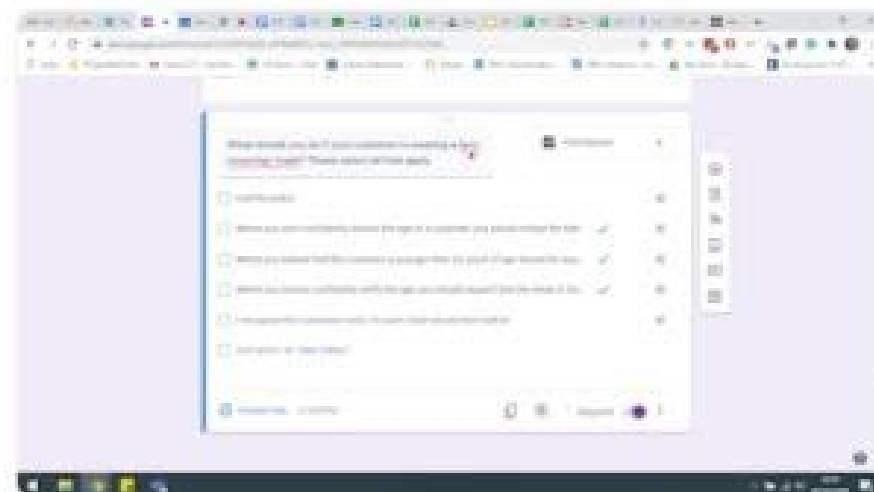
[redacted]



it does show the answers now at the end 🤔

Fran Dejas 5 Oct. 1492

Is this better?



5 Oct. 1974

Thanks Fran - looks good!

From Deias: 5 Oct. 1978

Thank you!



WELCOME TO PRODUCT ZONE!

5...4...3...2...1.....take off! We're excited to introduce to you all to our trial of a brand new way of managing product information, announcements and training - **'Product Zone'** via Google Classroom.

Over the next few weeks, we'll be testing our ideas and asking for your feedback to make further improvements before we roll this out fully in September! As ever, we're keeping things agile so expect to see changes and development as we go! As it is work-related, Product Zone will only be available to colleagues currently in work (please keep it quiet for the time being so we can surprise our furloughed colleagues on their return to work!)

What is 'Product Zone'?

'Product Zone' will be the place to go to find all the information you require on E Cigarette products, from devices to liquids, to coils and batteries.....if you can't find information on a product let us know and it will be added!

Going forward any updates on new products, and general information on products will be uploaded to 'Product Zone', rather than the company newsletter, intranet and email communications.

In addition prior to products arriving in your store, you will be able to learn the features and benefits of the product to gain a greater knowledge and understanding to support your customers purchase the correct items for their needs.

Where can I access 'Product Zone'?

Product Zone will be accessed via Google Classroom, a GSuite application. You will be invited via email to join 'Product Zone'. Once you accept, you'll be taken to Classroom and see the Product Zone. You can also find Classroom in the apps grid in the top right of Gmail or by typing Classroom.google.com in the search bar (please note that you

Newsletter

September 2020

e-cigarette

DIRECT

Issue 19

5th October 2020

HR

Wow what a tough few weeks it has been as we said goodbye to Linda, Phil and Dawn and our retail colleagues whose stores have closed. I am sure you will join us in thanking each and every one for their dedication, professionalism and the great team work they have demonstrated over many years. We were particularly touched by the kind words and well wishes for the company going forward we received from a number of colleagues, even during their own difficult times. We wish them all every success and happiness in the future.

Training

In July we introduced you to 'Product Zone'. We wanted to trial a brand new way of managing product information, announcements and training via google classroom. We uploaded new product information, training material and new fun learning assignments for you to complete whilst working at Head Office and stores. Although we experienced a few teething problems along the way, overall your feedback has been very positive.

Over the next few weeks we are going to expand google classroom training facilities and introduce you to new classrooms which are aimed to support your learning and development in your particular job role. Whilst all employees have to complete mandatory training such as health and safety, we want to offer employees the opportunity to expand your knowledge and further develop your skills in areas such as leadership, IT security, communication styles, etc. More information will be communicated shortly....so watch this space!

Dear Colleague

To support your learning and development and to progress your career with ECD, we are really excited to share with you our plans for how we are going to launch, communicate and record training for all ECD employees.

Following the successful launch of 'Product Zone' where we share with you all information relating to products, over the next few days, you will receive an email to join another Google Classroom, specifically for your role at ECD. For example, Customer Advisors will receive an invite for Customer Advisor classroom, Supervisors for Supervisor classroom, head office employees will access a google classroom for Head Office Roles and a Managers classroom will be shared with Store Managers and Department Managers.

In each classroom you will have access to a variety of training tools, which will be sent to you on a weekly basis. From H&S training, improving communication, to working as a team and GAMES customer service program there will be many assignments for you to complete to improve your knowledge and demonstrate your learning.

If you do not receive an email by Friday 9th October 2020, please email HR at h...@ecigarettdirect.co.uk.

Thank you, we look forward to receiving your completed assignments. Feel free to feedback to us on your experiences using Google classroom.

Happy learning!

 Fran Delias <fran.delias@ecigarettdirect.co.uk>

Invitation: JED Compliance training @ Tue 10 Nov 2020 2pm - 2:30pm (GMT)
1 message

Fran Delias <fran.delias@ecigarettdirect.co.uk> 6 November 2020 at 14:08
Reply-To: Fran Delias <fran.delias@ecigarettdirect.co.uk>

You have been invited to the following event.

JED Compliance training

When: Tue 10 Nov 2020 2pm - 2:30pm United Kingdom Time [more details](#)

Joining info: Join with Google Meet
meet.google.com/cqg-fnkl-ayx

Calendar: [fran.delias@ecigarettdirect.co.uk](#)

Who: [fran.delias@ecigarettdirect.co.uk](#), [jordan@ecigarettdirect.co.uk](#)

Hi Jordan,

I have set some time aside to cover what we need to work through in terms of your outstanding compliance training on Google Classroom.

Just copying you in for info.

Thanks,

Fran



Fran Deias <fran.deias@ecigarettdirect.co.uk>

Google Classroom
 2 messages

Fran Deias <fran.deias@ecigarettdirect.co.uk>
 To: [redacted] <[redacted]@ecigarettdirect.co.uk>
 Bcc: [redacted] <[redacted]@ecigarettdirect.co.uk>

17 November 2020 at 15:44

Hi E,

It was nice to catch up with you earlier. I note that you also uploaded your Information Security Certificate to Google Classroom- great work, I'm glad the Chromebook sorted itself out in the end!

As promised here are the instructions for uploading certificates to Google Classroom on the Chromebook, just in case you forget in future.

1. Once you have sat through the e learning course on Ellis Whittham there is a quiz at the end. Once you have completed the quiz you will be able to see your results. At the top of this results page, you will have the option to **Click to print your certificate**, click on this and it will open your certificate in a new tab.
2. In the certificate tab, at the top right select the download icon (downwards arrow) and save to **My drive**.
3. If you haven't already got Google classroom open you can open it from the email that notified you that you had an assignment due. Or in your browser select the + icon at the top of your browser to open a new tab. You can then either paste <https://classroom.google.com/> into the address bar or alternatively use the **ECigaretteDirect** folder at the top left of your browser to open the Intranet, then select **Google Classroom** from the **my apps** section at the top of the intranet homepage.
4. Once you have Google classroom open select the **Store Supervisors** classroom.
5. Select **Classwork** at the top of the screen.
6. Select **View my work** towards the top of the screen.
7. Find and click on the relevant assignment and select **view details**.
8. When the assignment opens, select **add or create** at the top right of the screen.
9. Next select **drive** from the menu.
10. Next select **My drive**, you should now easily be able to find your certificate from here. Click on your certificate then select **insert** at the bottom right.
11. Finally, select **hand in**.

Then you're all done 😊

Any problems at all going forward just give me a call.

Have a great afternoon.

Fran

Fran Deias
 HR Administrator

 t. 01792 850194
 e. fran.deias@ecigarettdirect.co.uk



Fran Deias <fran.deias@ecigarettdirect.co.uk>

My statement

1 message

Calum Moffat <calum.moffat@ecigarettdirect.co.uk>

18 January 2021 at 11:49

To: Fran Deias <fran.deias@ecigarettdirect.co.uk>

Hey Fran,
Here is my statement:

Fran helped me learn and use the new Google Classroom system by providing me with information and guidance as well as support over the phone as and when I needed it. She was very patient and made it easy for me to understand. Her support and training definitely helped me learn to use the new system effectively and get my training up to date. I am now confident in using the system but know that I can contact her for support if I need it going forward.
Thank you Fran for all your help and support over the past few months.

Calum

×

Google Classroom training

Save More

6 Oct 2020 9:00am to 9:30am 6 Oct 2020 Time zone

☐ All day Doesn't repeat ▾

[Event Details](#) [Find a Time](#)

Fran Deias ▾ ▾

Busy ▾ Default visibility ▾

B *I* U

Hi all,

We are hoping to get you all involved in Google Classroom in order to support the training needs of your teams and also to help us develop the 'Product Zone'

It will just be a brief session to show you around, teach you how to add content, etc.

I look forward to seeing your faces on Tuesday :)

[Guests](#)

Add guest

4 guests

3 yes, 1 aw

fra Org

Em

Kat

Lee

su

Guests

37



Fran Deias <fran.deias@ecigarettdirect.co.uk>

Product Zone
 4 messages

Fran Deias <fran.deias@ecigarettdirect.co.uk> 6 October 2020 at 12:21
 To: L. & E. <L.&E@ecigarettdirect.co.uk>, K. <K@ecigarettdirect.co.uk>, J. <J@ecigarettdirect.co.uk>
 Cc: Human Resources <hr@ecigarettdirect.co.uk>, M. <M@ecigarettdirect.co.uk>, D. <D@ecigarettdirect.co.uk>

Hi K., L. & E.

Thanks for your time this morning. We are really excited to have you onboard as 'teachers' on the Product Zone (PZ)!

As discussed we would like you to assist with uploading new content/products to 'The Zone'.
 Thanks to those who submitted your test post, you did a great job so you can go ahead and add content straight to the PZ now!

Going forward I have created the [Product Spreadsheet](#) to keep track of content that needs to be added to the PZ. We are going to work closely with N. & J. who will add the names of new products, price and when they are due to be launched, so these can be added or scheduled as required.
 In the meantime can we work on getting any of those products that are on the Intranet but not on the PZ added please.....
 Would you mind making a list on the product spreadsheet please?
 Then whenever someone is free they can pick a product from the sheet and work on getting it added. To avoid duplication please assign your initials on the spreadsheet if you are working on a post and then tick it off when it has been uploaded.

I have attached a very brief summary guide to refer to if required.
 One thing I forgot to mention was that in the 'blurb' description section that I copy from the website please also add the retail price at the end. Michael will confirm this on the spreadsheet for any new products.

Here is a summary of what needs to be added to new product material:

1. Title- Full Name of product with brand name first
2. Description- 'blurb' from website with retail price at the end.
3. **Link** to ECD website
4. **Link** to Product guide from Drive (if available and up to date)
5. **File** of User Manual from the internet (Search Google-if available)
6. **YouTube URL** Of Suck my Mod or Genuine Brand Channel Video (if available)

Youtube Channels to subscribe to:
 Suck my Mod- https://www.youtube.com/watch?v=pD2h4L86q3I&ab_channel=MattFromSMM
 Aspire- <https://www.youtube.com/channel/UCpJkkTdYUZOtLDr515c6Xw>
 I haven't found any more genuine Brand YouTube channels but if you do let us all know!

As discussed we plan on the Product Zone being the main source of product information for staff, which is why we link to our website in the first instance, this also reduces workload and maintenance of multiple sources.
 If you have any feedback on information that is missing from our website please do let us know so we can improve it.

I know this is a lot of info to take in but if you are unsure of anything I really mean it when I say please do not hesitate to get in touch. No question is a silly one!

Our Core Values

At E-CigaretteDirect, we've grown rapidly from a small company to a much larger one. Our colleagues are spreading across the country, and we lack the close interaction we once had.

As a result, we feel it's important that our core values are explained and shared across the company, so that everyone understands and shares our vision for the company.

Our Values should be reflected in your behaviour when representing the company, and a guide to making decisions that affect the company.

These are our Company values:

- Exceed customer expectations, whatever your role
- Shit happens. It's how we deal with it that matters
- Be honest with each other, but with compassion
- Take responsibility
- Work as a team
- Play the long game
- Continually seek improvement
- Embrace change
- Be kind
- Put yourself in other's shoes
- Put trust over control
- Focus on what really matters

Each one is explained in a bit more detail below:

Continually seek improvement.

We live in a constantly changing world. To ensure long term survival and profitability, we need to be constantly improving. That means both our personal development and the development of the company.

Embrace change.

To continually improve, we need to continually change. At E-Cigarette Direct we will welcome and continually implement change in our search for constant improvement. And we need people who embrace this attitude.

Fran Deias <fran.deias@ecigarettdirect.co.uk>

Accepted: Product Zone - catch up @ Thu 23 Jul 2020 2:30pm - 3:30pm (BST)
(@ecigarettdirect.co.uk)
1 message

Fran Deias <fran.deias@ecigarettdirect.co.uk> 23 July 2020 at 09:04
Reply-To: Fran Deias <fran.deias@ecigarettdirect.co.uk>
To: sian.morgan@ecigarettdirect.co.uk

Fran Deias has accepted this invitation.

Product Zone - catch up
When Thu 23 Jul 2020 2:30pm – 3:30pm United Kingdom Time
Joining info Join with Google Meet
meet.google.com/taf-ngtj-jes
Join by phone
20  (125437)
[More phone numbers](#)
 ecigarettdirect.co.uk
Who

-  an@ecigarettdirect.co.uk - organiser
-  h@ecigarettdirect.co.uk
-  @ecigarettdirect.co.uk
-  ecigarettdirect.co.uk
-  @ecigarettdirect.co.uk

Invitation from Google Calendar

 Fran Deias <fran.deias@ecigarettedirect.co.uk>

Google Classroom Training
2 messages

Cc: Fran Deias <fran.deias@ecigarettedirect.co.uk> 9 October 2020 at 09:36

To: Gemma <gemma@ecigarettedirect.co.uk>

Cc: Resource <resource@ecigarettedirect.co.uk>

Hi Gemma

I just wanted to bring you up to speed on google classroom training, as I am conscious you have a very large team when combining Customer Services and Warehouse.

Every wednesday, on a weekly basis your teams will be issued new training to complete via google classroom. One course / topic will be scheduled weekly and the training will take a maximum of 40 minutes. For example this week customer services are required to complete Challenge 25 training and warehouse Workplace Safety.

A lot of the training which will be issued over the next few weeks is mandatory, i.e. all employees have to complete it either due to legislation, compliance or to reduce risk in the business. I would really appreciate it if you could support us and ensure your teams complete the training each week. I am aware the warehouse team does not access emails regularly so you may need to remind them about their training.

So far we have planned to do the following training:

- 14/10/20 - display screen equipment & safety working at home (andrea only)
- 21/10/20 - battery safety (warehouse only), GDPR & IT Security (Customer Services)
- 28/10/20 - IT security (all employees)

Once all mandatory training is completed we will start to focus on individual development, and identify skill gaps and what training we can offer to support.

Thanks for your support with this Gemma, any queries please just give me a call.

Best wishes

The screenshot shows a web browser window with the Google Chat interface. The address bar displays `chat.google.com/room/AAAAk9IFxql`. The browser's tab bar and taskbar are visible at the top. The chat interface has a left sidebar with a search bar, a list of rooms (including 'The Staffroom' which is active), and a section for 'Unread' messages. The main chat area is titled 'The Staffroom' with a subtitle '4 members'. It features a large yellow hand emoji and the text 'The Staffroom'. Below this, it states 'Charlotte Dunworth created this room on Monday, 20 Jul' and provides a blue button to 'Add people and bots'. A notification indicates 'Charlotte Dunworth added Sian Morgan, Fran Deias, Ben Cartwright' on 'THURSDAY, 30 JUL'. The chat history shows a message from 'Charlotte Dunworth' dated '20 Jul, 11:52' with the text: 'Morning all - I've created this for discussions about Google Classroom. For the moment, it just has HR and Ben, but we can add others in due course. Its probably best to keep chat about classroom away from the individual classrooms (unless they are resources or test classrooms) - this will save having to clean up before la... Ben - re your comment earlier in Product Zone - "I think w... also range here. History, range, own brand, etc"'. A blue button labeled 'Jump to bottom' is overlaid on the chat history. The right sidebar shows a profile picture and a 'Following' status.

chat.google.com/room/AAAAk9IFxql

Active

The Staffroom
4 members

oms and bots (1)

Hand emoji

The Staffroom

Charlotte Dunworth created this room on Monday, 20 Jul

Add people and bots

Charlotte Dunworth added Sian Morgan, Fran Deias, Ben Cartwright

THURSDAY, 30 JUL

Following

Charlotte Dunworth 20 Jul, 11:52

Morning all - I've created this for discussions about Google Classroom. For the moment, it just has HR and Ben, but we can add others in due course.

Its probably best to keep chat about classroom away from the individual classrooms (unless they are resources or test classrooms) - this will save having to clean up before la...

Ben - re your comment earlier in Product Zone - "I think w... also range here. History, range, own brand, etc"

Jump to bottom

Unread

×

Catch up - Classroom

Save

Mo

5 Oct 2020

9:15am

to

9:45am

5 Oct 2020

Time zone

☐

All day

Doesn't repeat

Event Details

Find a Time

Add notification

📅

Fran Deias

▼

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▼

📁

Busy

▼

Private

▼

This event's details can't be seen by others unless they have at least the 'Make changes to events' permission for this calendar.

[Learn more about event visibility](#)

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Next steps for classroom - launching new classes for CA and SS, first material and assignments, PHR training matrix, retail training.

RSVP:

Guests

Add gu

4 guests

4 yes

👤

✓

Ch

Or

👤

✓

Be

👤

✓

fra

👤

✓

Si

43



Fran Delas <fran.delas@ecigarettdirect.co.uk>

Classroom assignments

2 messages

K [redacted] <[redacted]@ecigarettdirect.co.uk>

17 November 2020 at 12:03

To: Si [redacted] <[redacted]@ecigarettdirect.co.uk>, Fran Delas <fran.delas@ecigarettdirect.co.uk>

Hi both,

Just some feedback in regards to 25 challenge quiz and battery safety quiz.

Once you have submitted, you can not do the quiz again should you not get the full points as we could in the past which means we have to wait for you to resubmit a new quiz for us.

I managed to miss a tick and can't do it again on the battery safety.

This makes it quite time consuming, having to wait and check if that makes sense.

Kind regards

K [redacted]

--

[redacted]

Store Manager
Swansea

Customer Advisors									
	Stream	Classwork	People	Marks					
Sort by surname ▾	2 Dec 2020 Intermedi ate... out of 25	25 Nov 20... Battery Safety out of 15	19 Nov 20... Informatio n Security out of 100	26 Oct 2020 Guess Who out of 100	23 Oct 2020 A - ASK QUESTIO... out of 20	23 Oct 2020 H&S- Workpla... out of 100	21 Oct 2020 H&S- Manual... out of 100	23 Oct 2020 A - ASK QUESTIO... out of 100	
	Missing	15	83 Done late	100 Done late	Not assigned	86 Done late	Missing	Not assigned	
	Missing	15	100	100 Done late	Not assigned	Not assigned	100	Not assigned	
	Missing	Missing	___/100 Done late	100 Done late	Not assigned	Not assigned	93 Done late	Not assigned	
	___/25 Done late	___/15 Done late	___/100 Done late	80	Not assigned	Not assigned	100	Not assigned	
	25 Done late	15 Done late	___/100 Done late	Missing	Not assigned	Not assigned	Missing	Not assigned	
	___/25	14	100 Done late	80 Done late	Not assigned	Not assigned	100 Done late	Not assigned	
	___/25	Missing	Missing	Missing	Not assigned	Not assigned	93	Not assigned	
	22	15	100 Done late	60	___/20	100	100 Done late	___/100	

HR Update 04 January 2021

Recruitment	
No Vacancies.	
Temp Contracts	
*No change	
Leavers	
No leavers this week.	
Learning & Development	
<u>Google Classroom Training</u>	
Retail	
• Information Security	25 complete - 2 outstanding (No change)
• Battery Safety	19 complete - 5 outstanding (+1 on last week)
• NCSCT Stop Smoking Practitioners Training (Store Managers only)	2 complete - 2 outstanding (no change)
• Intermediate Product Knowledge Quiz	10 passed, 5 attempted, 9 not started
• Basic Product knowledge quiz (Retail and CS)	23 complete, 3 not started (+2 on last week)
Head Office	
• Information Security	29 complete - 9 outstanding (+2 on last week)
• Battery Safety (Customer Services, Product and Warehouse)	22 complete - 3 outstanding (+4 on last week)
• GDPR *New	4 Complete - 34 outstanding (+4 on last week)
<u>Phishing email Campaign</u>	

31

Extract of Training tracker V2

V2 20210107 Training tracker

File Edit View Insert Format Data Tools Add-ons Help Last edit was seconds ago

Battery Safety

	A	B	C	F	G	H	I	J	K	L	M	N
	Name	Department	Job Role	GDPR	Battery Safety	IT (EW) 12/11	H&S Manual handling (in two places)	DSE (EW) 19/10	H&S-Workplace Safety			
1			Customer Service Assistant									
2			Warehouse Assistant									
3			Warehouse Assistant									
4			Warehouse Assistant									
5			Customer Service Assistant									
6			Warehouse Assistant									
7			Warehouse Assistant									
8			Unit Coordinator									
9			Warehouse Shift Supervisor									
10			Warehouse Assistant									
11			Customer Service Assistant									
12			Customer Service Assistant									
13			Warehouse Shift Supervisor									
14			Customer Service Assistant									
15			Warehouse Assistant									
16			Warehouse Assistant									
17			Customer Service Assistant									

OVERDUE
COMPLETED
NOT ASSIGNED

CS/WH HO Mgrs Other HO roles Retail

Explore

e-cigarette DIRECT

NEWSLETTER

November 2020

Training

Thank you to everyone for completing their training assignments so far via Google Classroom. Since October, 221 training assignments have been completed! Wow! A breakdown of the training completed so far is as follows;

Manual Handling - 32 employees, Workplace Safety - 34, Battery Safety - 27, Challenge 25 - 12, IT Security - 33, Display Screen Equipment - 37, NCSCT - 4, Competing Fairly - 3 and several Product Quizzes - 62 assignments completed.

We are also very grateful to receive your constructive feedback as this helps us to find continual improvements.

Payroll

Christmas is fast approaching, and as usual, we will be processing payroll early in December. December salaries will be paid by **4pm** on **Monday 21st December** and cut off for clocked hours and assignments will be **Thursday 17th December**.



Info for newsletter

Google Classroom Update

Firstly we would like to thank you all for your hard work since the autumn in not only learning to use one but two new systems- Ellis Whittham and Google Classroom!

We are proud to announce that all head office staff have completed their assigned Google Classroom assignments with excellent results!

As you know retail has had a tough and uncertain time with various lockdowns and re-openings since the original lockdown 1.0. This means that they have had a fraction of the allotted time to complete their courses. Therefore for the retail teams to have completed over half of all assigned courses is a huge achievement!

- Completed training courses by department by the deadline of 15th January 2021
 - Head office- 100% assigned courses completed
 - Retail- 63% of courses assigned completed

Well done everyone!

Thank you to everyone who provided us with constructive feedback on Google Classroom, the assignments and materials. We have taken your feedback on board and made adjustments where required. We had a lot of feedback regarding the elearning modules provided by Ellis Whittham. We agree that the content was not the most engaging, therefore we are looking to source a new provider for future compliance training- watch this space!

If you have any further feedback or would like to see any specific training courses to support your learning and development at ECD, please get in touch with HR at hr@ecigarettedirect.co.uk.

Phishing email Campaign

- We recently sent out 70 emails across ECD. This exercise has highlighted the need for a clear system of reporting suspicious emails to the IT department. More information will be provided on this very soon.

1. In the new CIPD Profession Map, Change is one of the core knowledge areas: <https://peopleprofession.cipd.org/profession-map/core-knowledge/chan>. Evaluate your knowledge, skills and ability in relation to this area, using the definitions from the Profession Map and discuss any development needs with your manager. Record your discussion (300 words approximately).

The new CIPD Profession Map (2020a) has 6 core areas of knowledge, one of which is Change. Change should take a structured and planned approach in order to ensure that change happens in a considered way through understanding how people experience change and providing them with support through the process. (CIPD, 2020a).

Based on the Change Management standards presented on the CIPD Map I feel that I am currently operating at Associate level.

I met with my Line Manager, Laura Jones on the 8th November to discuss my current Change Management module. Laura agreed that I am mainly working at associate level as I am able to:

- Complete a SWOT and PESTLE analysis, and use data to create a case for change.
- Be aware of change management approaches and their advantages and disadvantages
- Explain why change is happening, and know the basic models for how people experience change (CIPD, 2020a)

However I raised that I have not had any experience with conducting skills, capability audits and gap analyses; using different levers to enable change in my work or certain aspects of delivering a project, such as costs and interdependencies. Although I understand the tools and techniques for effective change such as creating business cases, change readiness, methodologies, levers of change, etc I have no active experience in applying them to a change initiative in order to ensure that a project is managed effectively, and risks are mitigated (CIPD, 2020a).

We discussed retrospectively completing some of these activities in order to get experience, and that going forward I can lead on providing these initiatives and approaches to future projects.

The People Profession			
New Profession Map Find your level Get started Learning Latest insights			
Change standards			
Each standard progresses through four levels of impact. Which level do you most embody in your day-to-day work?			
			
Foundation level	Associate level	Chartered Member level	Chartered Fellow level
At this level you'll understand:	At this level you'll understand:	At this level you'll understand:	At this level you'll understand:
What a business case is and its purpose	How to do a SWOT and PESTLE analysis, and use data to create a case for change	How to use a broad range of evidence (eg external insight, benchmarking) to develop a costed business case	How to evidence the value of change for a range of stakeholder groups
The importance of planning and managing change	Different change management approaches and their advantages and disadvantages	How change management methodologies can impact culture in different ways	How change management methodologies and governance can create value for people and drive organisation performance
That people are an important part of any change, and that change can impact people in different ways	How to explain why change is happening, and basic models for how people experience change	How to apply principles of the psychology of change, and how to maximise the way people are listened to during change	How to paint a compelling vision of the future, and use psychology models to recognise the long term impact of change
How your organisation assesses people's skills and capability	How to conduct skills or capability audits and gap analyses in your area of work	How to assess current and future organisation capability and readiness for change across a range of stakeholder groups	Capability issues that exist within your sector, and how to assess current and future organisation capability and readiness for change
N/A	The different levers you can use to enable change in your current work	How to assess which levers will achieve and sustain change	How to assess which levers will achieve and sustain change across an organisation, and create long term value
What a good project plan looks like in your organisation, and why project goals, milestones, resources, risks, costs and interdependencies are important	How to plan and deliver a project, including goals, milestones, resources, risks, costs and interdependencies	How to select the right project methodology and resources, plan and deliver a project, and manage risks	How different project methodologies impact organisation culture and performance, and how to resource and manage risks for broad, complex programmes of work



Fran Deias <fran.deias@ecigarettdirect.co.uk>

Re: Fran.
1 message

Sian Morgan <sian.morgan@ecigarettdirect.co.uk>
Reply-To: sian.morgan@ecigarettdirect.co.uk
To: Alison Williams1 <Alison.Williams1@colegsirgar.ac.uk>
Cc: Human Resources <hr@ecigarettdirect.co.uk>

22 October 2020 at 11:35

Hi Alison

I am really pleased Fran is continuing to do well with your CIPD studies. I know she is putting a lot of time and effort into her assignments to ensure they are of a high quality.

From a work perspective Fran has adjusted well to balancing working from home and the office during this covid pandemic. Her knowledge and understanding of the furlough process and job retention and job support schemes is very good and she is able to advise and support employees as required. Fran is also playing an influential part in the roll out of a new training platform for the company via google classroom. This is allowing us to deliver training to all E Cigarette Direct employees remotely and ensure individuals learning and development continues through these challenging time.

Best wishes

Sian Morgan
HR Advisor

On Mon, 19 Oct 2020 at 15:05, Alison Williams1 <Alison.Williams1@colegsirgar.ac.uk> wrote:
Hi Sian,
Hope all ok with you and your family.
I've completed a review with Fran today regarding her course. Fran is progressing well and has completed and