

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5KMOC Understanding the Management of Change – On the job activities

Word Count: 1,769

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Signed: 

Date: 21 November 2019

Summary overview of “Change” discussion with HR Director:

Evaluation of knowledge, skills and areas for development

My HR Director (BM) is relatively new to the organisation and, therefore, hasn't been party to the extent of the change that I have experienced within the organisation over the past 18 months. These changes have included a HR restructure, implementation of a new absence management reporting system, HR self-service function and the outsourcing of payroll. The many changes have translated into me adopting a more change ready mindset and afforded me an opportunity to engage with people across a number of business support functions across the UK.

BM has, however, been instrumental in planning and executing the current business and finance restructure across the organisation and has stressed, during our discussions, that it is a business imperative that the project is a success. I referenced to her that “change” is now a core skill within the CIPD Profession Map and albeit that we are in agreement that I am capable of delivering against the requirements at Associate level (including devising a SWOT / PESTLE analysis to motivate for change, identifying the levers for change within the organisation and understanding the different approaches to change and their corresponding advantages and disadvantages), there are areas of understanding at the Chartered member level that I need to gain further insight into and this current project should facilitate an opportunity to further develop my skills and knowledge in this regard. These areas include applying the principles of the psychology of change in order to maximise the way that people are listened to during this project and how to assess how best to utilise the current levers (eg: communications strategy to sustain this change once it has been achieved). This may include introducing additional levers (eg: on the job support and coaching).

304 words

Summary overview of discussions with HR Director:
HR implications of impending restructure

The organisation has been undergoing significant change over the course of the past year following the engagement of an external software solutions provider tasked with transitioning the organisation's systems and processes onto multiple digital platforms (these include payroll, rota's, invoicing). The automation of a number of related processes has necessitated a restructure of the business and finance function across the UK impacting 65 employees.

A number of meetings have been undertaken between the various stakeholders in preparation for the restructure and the preliminary discussions occurred between each of the 7 Area HR Managers and the HR Director, in conjunction with the Director of Adult Services and the Finance Director.

The implications for the HR managers since the conceptualisation of this project have included the preparation of individual SWOT analyses in the planning stages of this restructure as well as collaborating in a scoping exercise wherein the HR leads provided input into a new model which would see dispersed regional functions consolidated into a central team with national roles across adult services. This specialised team would serve as a centre of expertise, accountable for strategy, planning and decision making in partnership with the local Area Managers.

The preliminary group discussions during September 2019, centred around identifying employees who were in scope as there were numerous employees who fulfilled split roles (for example, L&D/office admin). Thereafter, I met with the HR Director to review the affected employees for Wales and the South West and completed a current/future state analysis of activities which listed tasks currently undertaken by incumbent employees as well as identifying the

activities that would need to be fulfilled regionally in the future, post the implementation of a centralised support services model.

The communications strategy was devised through a working party led by the HR Director and included the HR leads and Internal Communications Manager and the HR teams were also tasked with drafting the invitation to consultation letters and conducting those consultation meetings with affected employees in their areas.

Weekly calls between myself and the HR Director are in place and she is aware that as the process begins to unfold, that myself and the wider HR teams are now managing the emotional toll that this process is having on those impacted and is supporting us in how to provide assurance to people and deliver the message that this restructure is about efficiency gains rather than reducing headcount.

Given that significant systems issues continue to be experienced, with many of those impacted being instrumental in providing the work-around solutions during this transitional phase, discussions are now underway to consider deferring the formal consultation process indefinitely and reverting to what we are terming engagement discussions to give people a voice in shaping what roles will look like in light of this digitisation process.

Words (including SWOT Analysis) = 669

SWOT analysis

Strengths

- Acceptance by Area Leads of the need for roles to adapt in line with increasingly digitised processes
- Pilot team for digitisation project based in Wales with an 18 month lead time on other areas
- People Planner leads linked in with operational managers

Weaknesses

- Retention of key staff
- Duplication of work
- Morale in certain areas
- Propensity of business/finance teams to upskill in order to fulfil these roles
- Logistical challenges posed by servicing multiple areas from a central hub
- Leadership skills and confidence

Opportunities

- Increased opportunities to leverage skills across areas
- Ability to standardise processes across the UK
- Consistency of service offering
- Efficiencies to be gained through more effective application of resources
- Automated reporting systems and timesheets
- Increased transparency and oversight through streamlined reporting hierarchies
- Ability to react faster to market demands (i.e. placement referrals and tenders)

Threats

- Timing is questionable given the uncertainty regarding the full impact of the digitisation project
- Rollout approach to digital transformation and the numerous launches that have resulted in a return to a UAT environment
- Reputational damage to brand
- Impact of no deal Brexit coinciding with a shortage of supplies and a new finance/procurement system & process



Following a working party comprising the HR Director, Internal Communications Manager and the Area HR Managers (including myself) which was convened in September 2019, the following communication strategy was devised to support the implementation of a proposed new structure that aligns more closely to the move towards a more digital way of working, whilst managing the messaging of the restructure in a manner that ensures maximum support to impacted staff members and the protection of jobs.

We want to create a centre of expertise in Adult Services to make business decisions for the future and assist in making the organisation efficient, strategic and responsive to change. In order to achieve this, the HR managers (under the remit of the HR Director) have been tasked with supporting their local areas in the delivery of this strategy which has been devised to support the transition the seven regional Adult Services Finance and Business support teams into two central teams.

Internal Communications Strategy

Aims.

- Support successful implementation of new structure and associated digital ways of working
- Reduce any potential for anxiety, confusion or uncertainty for internal and external stakeholders
- Reduce any potential reputational risks for our charity that could arise
- Reduce and manage the risk that the Adult Services Finance and Business support teams and re-organisation or restructure reduces staff engagement with the Digital Transformation Programme, our charity or staff member's particular workplace

Objectives

- To support internal stakeholders to understand what changes are being suggested and/or made
- To support internal stakeholders to understand what alternatives are available to them
- To support affected staff to participate as effectively as possible in the consultation
- To support teams to fulfil their roles within any changes that are suggested/made
- To keep all stakeholders informed at the appropriate stages

Target audiences

- Adult Services Finance and Business support teams, including staff on career breaks and long term sick
- Autistic colleagues affected
- Adult Services Area Managers
- All staff in Adult Services
- Business leaders / Trustees

Reputational risks

Negative responses to the review and consultation which may be expressed to externally and which inhibit the successful review process. Likely objections/misunderstanding:

- Changes result in change to (or reduction in) responsibilities for some staff
- Interim changes needed cause confusion
- Perception that changes do not improve efficiency, or create new inefficiencies
- Staff do not understand why the changes have been made
- Staff do not understand their role within the changes
- Staff do not feel supported in their role within the changes
- Staff do not feel consulted with
- Digital Transformation Programme becomes associated with restructures

Mitigation.

- Consistent and timely communications to all stakeholders around agreed key messages
- Early communication with and involvement of all SEH staff, including agency staff
- All communications to staff to emphasise that the minimising of disruption to the people we support
- Communications team working with the project team to advise on the timings of communications
- Training and guidance available to staff to support their use of new technology
- Consider this change in line with all communications associated with the DTP



Communication mix (channels).

- Affected staff: Adult Services Finance and Business support teams – face to face meetings, emails, telephone calls, letters
- Adult Services Area Managers – face to face meetings, emails
- Central Finance Team – face to face meetings, emails
- All staff in Adult Services – Email from Area Manager, local newsletters, email
- Business leaders – email
- HR managers and team – face to face meetings, emails
- All staff – weekly Staff Update, all staff email, NASnet, quarterly newsletter, National Staff Forum
- Trustees – Trustees Update

Key messages

- Our charity's adult social care services are divided into seven areas, each managed by an Area Manager. Currently, each area has its own Finance, Business and Administration support team, which the Area Managers is responsible for.
- The current structure means we cannot plan and make strategic business decisions for the whole charity
- We want to create a centre of expertise in adult services to make business decisions for the future and help make us more efficient, strategic and responsive to change
- This structure and systems will also have the added benefit streamlining ways of working
- The aim of this proposal is not to make financial savings, rather it is to create a structure that will achieve consistency and continuity
- As part of this process, you will also have an opportunity to request an individual consultation meeting with HR
- We will make sure that staff are able to ask questions throughout the process and are updated as regularly as possible
- Throughout this process, it's our aim to find ways to avoid redundancies

Measurement / Ongoing monitoring

- Dedicated Q&A section and shared feedback group set up on Yammer and Share-point
- Adult Services Director chairing bi-monthly sessions with senior sponsors to troubleshoot issues as they arise
- Status updates to be relayed through Staff Communication Network and the Autistic Employees Forum

Comms tools / activity	When	Who	Notes
Brief HR Managers	10 Sep	HR Director	Brief that Internal Communications will own narrative and communications.
Invite Area Managers to a meeting	20 Sep	DP	
Agree comms plan for internal stakeholders	10 Oct	HR Director	
Meeting with Area Managers	11 Oct	Area HR	HR to brief Area Managers on change happening and their role in this process. (Including JDs, papers, structure, timeline and comms.)
Draft FAQs	WB 30 Sept	Area HR	
Develop plan/materials for supporting autistic colleagues within this process	Ongoing	DP	
Area Manager invite Business and Finance teams to a meeting	23 Oct	Area M	Use copy for invite.
Local pre-consultation meeting with directly affected staff in area	24 Oct	Area M	Use script. Call/face to face/Skype.
Letter to all affected staff inviting to consultation meeting	WC 28 Oct	Area HR	Share template
Meeting with affected staff – consultation letter and consultation docs given	28 Oct	Area M and Area HR	Including deadline for feedback, organogram and JDs
Email/letter sent to any staff who could not attend the consultation meeting	WC 28 Oct	Area M and Area HR	Including deadline for feedback, organogram and JDs
Email to business leaders/other close teams informing of consultation (with request for cascade to teams where appropriate).	WC 28 Oct	FG and Area M	
Meeting with Central Finance Team – roles not under consultation, but their roles and responsibilities are changing	WC 28 Oct	KE	
Meeting with IT Team – roles not under consultation, but responsibilities may change	WC 28 Oct	NS	
Feedback deadline	8 Nov	HR	
Circulate revised proposal	22 Nov	HR	
Job description session	29 Nov	KE and HB	

Total words = 796