

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the management of change.

Word Count: 3974

Student Name: Sarah Chislett

Student Number: 1810559

CIPD Membership Number: 42778293

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: Sarah Chislett

Date: 2/12/19

Appendices

Appendix 1 - Communication

Appendix 2 - Application form

Appendix 3 - FAQ

Appendix 4 - Mass Review Update

Appendix 5 - Part time workers

Appendix 6 - People advisory update

Appendix 7 – Senior People Advisor Update

Appendix 8 – Flexible working policy

Appendix 9 – Flexible working meeting notes

Appendix 10 – Flexible working outcomes

Appendix 11 – Flexible working outcome letter

Appendix 12 – Invite to a flexible working meeting

Appendix 13 – Eligibility to apply for flexible working

Appendix 14 – Flexible working acceptance letter

Appendix 15 – Flexible working decline letter

Appendix 16 – Flexible working appeal letter

Appendix 17 – Flexible working appeal outcome letter

Appendix 18 - Weekly update pack

Appendix 19 – GANNT Chart

Appendix 20 – Flexible working update

Appendix 21 – Flexible working update

Appendix 22 – Support for TL

Appendix 23 – Chase email for TL

Appendix 24 – Weekly drop in email

Appendix 25 - Witness statement

CIPD Candidate evidence matrix (EXAMPLE)

(CEM1)

Candidate name: Sarah Chislett				CIPD Membership/registration No.: 42778293		
Qualification title: CIPD				Unique Learner No. (ULN): 1810559		
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	Communication	1		
5AMOC	Contributing to the management of change	1	Application Form	2		
5AMOC	Contributing to the management of change	1	FAQ	3		
5AMOC	Contributing to the management of change	1	Mass Review update	4		
5AMOC	Contributing to the management of change	1	Part time workers information	5		
5AMOC	Contributing to the management of change	1	People Advisory Service update	6		
5AMOC	Contributing to the management of change	1	Senior People Advisor communication	7		
5AMOC	Contributing to the management of change	1	Flexible Working Policy	8		
5AMOC	Contributing to the management of change	1	Flexible Working meeting notes	9		
5AMOC	Contributing to the management of change	1	Flexible Working outcomes	10		
5AMOC	Contributing to the management of change	1	Flexible Working Acknowledgement letter	11		
5AMOC	Contributing to the management of change	1	Invite to Flexible working meeting letter	12		
5AMOC	Contributing to the management of change	1	Eligability for Flexible working letter	13		
5AMOC	Contributing to the management of change	1	Flexible working acceptance letter	14		
5AMOC	Contributing to the management of change	1	Flexible working decline letter	15		

5AMOC	Contributing to the management of change	1	Flexible working Appeal letter	16		
5AMOC	Contributing to the management of change	1	Flexible working Appeal outcome letter	17		
5AMOC	Contributing to the management of change	1	Weekly update pack	18		
5AMOC	Contributing to the management of change	1	GANNT chart	19		
5AMOC	Contributing to the management of change	2	Flexible working update	20		
5AMOC	Contributing to the management of change	2	Flexible working update	21		
5AMOC	Contributing to the management of change	2	Support for TL	22		
5AMOC	Contributing to the management of change	2	Chase Email for TL	23		
5AMOC	Contributing to the management of change	2	Weekly drop in email	24		
5AMOC	Contributing to the management of change	3	Witness statement	25		

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:

S.Chislett

Date:

02/12/19

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Change Portfolio 1

When considering the impacts of change within any organisation there will always be factors that enable and hinder change (Rees, G. and French, R. 2016). Within an organisation such as Webhelp change is a frequent occurrence and as a team of leaders we try to produce a change ready culture to ensure that any change that comes our way is always dealt with positively and the change is executed correctly (Mulcock, 2017). Although it this change was not described naming a theory, Lewins change model represents what Webhelp has asked us to do (Mindtools.com, 2016). In July 2019 a decision was made to review Flexible working across two campaigns within Webhelp, Sainsburys and Vodafone (Appendix 1). This decision was made at the clients request to try and realign shifts with normal shift rotations which is result would improve call waiting and customer service across campaigns. To be able to deliver this change project it would affect 5 sites, Cardiff, Sheffield, Dearne Valley, Glasgow and Dunoon. Each site has a Senior People Advisor who would work with their Head of operations to complete this task in the 6-8 week allocated Window. Each site would have been invited onto a Skype call where the change process would have been explained, following that call each site would brief their Operation Managers and team leaders around the pending change, Forbes published an article on change and stated that as leaders it is on us to embrace change and view it an opportunity for growth. (Villa, 2016). Communication is key throughout any change process but having our leaders engaged in change should make the process more efficient which is something that we needed with very little time on our side. After completing the brief it was agreed that a generic email would be sent to all employees on these campaigns to explain why the change was pending and what it would mean for them alongside how the process would work, timescales, a FAQ (Appendix 2) and an option for them to complete a 365 form(Appendix 3) with any questions they may have about the change.

This change would affect anyone who does not sit within a business shift rotation(Appendix 4), we offer several rotations, to try and support everyone due to individual circumstances however some of the flexi working employees currently sit on a 9.30-2.30 shift which was put in place over 2 years ago during peak period and has never been removed, however this shift rotation is not beneficial to the business. We would need to consider if anyone has been through a flexible working application in the past and if so was they given any permanent changes to their contract, we would also need to look at tenure and flexibility but we also need to consider part time workers and their rights(Appendix 5) (GOV.UK, n.d.).

Throughout this change process each employee who wishes to submit a Flexible working application can do this through a 365 which is collated by our central HR team(Appendix 6). This is then passed onto the Senior People Advisor of the relevant site so they can create a Flexible working form on the agent's cascade(Appendix 7). Once the Senior People Advisor sets up the agents Flexible working form, they then email the agents team leader to make them aware that one of their agents has put in a flexible working request and they then have 7 days to complete a meeting with their agent a copy of our Flexible working Policy (Appendix 8) is given in this meeting and formal notes are taken (Appendix 9). This meeting is to get a better insight into why they need flexible working and what they can and can't do,

these notes are then loaded onto the agents cascade and when all meetings are completed and reviewed as part of the wider calibration meeting to understand if their request has been successful or not (Appendix 10). Whether an agent's request is successful or not they would still have a meeting to explain the outcomes of their request and this would be a formal documented meeting and followed up by a letter which can be merged off the agent's cascade (Appendix 11,12,13,14,15) Every week each head of operation and Senior People advisor attends a call and gives an update on their site to share the progress on where they are within their plan(Appendix 16), this is also used to build best practices as stated earlier there are 5 different sites going through this plan and it needs to be effective whilst having different leaders implement the same thing.

For any change to be successful the implementation stage is critical(Appendix 17), having a change plan will help support and drive the change whilst ensuring that all angels are covered and that the plans longevity will be delivered even after the focus has been removed(Appendix 18) . Prosci states that having a one size fits all approach is not effective when it comes to change management (Prosci.com, 2019).

Flexible Working Review Communication

Thank you all for coming today. In order to deliver a consistent message, I will be reading from this communication, which you will receive a copy of after this session.

We are currently undertaking a review of our resource requirements and looking at ways in how to maximise delivery. This involves looking at the hours the client requires to cover customer demand and reviewing those who may be working shifts that do not fit in with customer demand.

You have been identified as having a non-standard shift pattern and we want to take the opportunity to align these working patterns to our current shift pattern offerings, which fit in with client and resourcing requirements.

After conducting an audit of your employee files, we believe that your shift arrangements have potentially expired and we would like to invite you to review what options are alternatively available to you.

To ensure fairness to all, we have a duty to all colleagues and the client, to regularly review the resourcing requirements versus your shifts and attempt to strike the balance between the needs of your individual circumstance and the business.

We would kindly ask that should you wish to be considered to stay on a flexible working pattern that you re-submit a flexible working application to your Senior People Advisor in the next 2 weeks. We ask that your proposal attempts to match as close to 80% alignment to our current shift patterns to maximise the opportunity for the request to be approved and meet the requirements.

If we do not receive this application within this outlined time-frame, we will assume from this that you are happy to be aligned and placed into a current rotational team. The change of shift would not take effect for approximately another 6 weeks, however, we will assess everyone's circumstances in their own merit as we want to make this process collaborative as possible where we can. We aim to provide you with approximately 4 weeks' notice to any change. We recognise that communication is important so you will be regularly communicated with over the coming weeks. We will have a form to accept FAQs and drop-in sessions with the Ops team will be arranged.

If after re-assessing your application, we are in a position where we cannot support your request, we will place you into an appropriate team, aligning you into a BAU shift pattern. Of course, where we can, we will review and look to accommodate your requests, but we do ask for flexibility and an open mind to help us achieve something that works for both you and us. In the instance where your application is not accepted, you will have the right to appeal against this decision.

The Company will give fair and thorough consideration to all requests and will hold a discussion with you to fully explore your application. The company encourages employees to achieve a reasonable and fair work-life balance and we will attempt to facilitate flexible working arrangements wherever possible. There is however, no automatic right for employees to be granted their requested flexible working arrangement, but as a business, we are committed to considering each case with integrity and fairness.

For more information, please refer to the Policies & Procedure section in WISE to access the Flexible Working Policy.

Any questions should be submitted to the below form.

https://forms.office.com/Pages/ResponsePage.aspx?id=EK6dKEevc0i5oC_DbmnPL7vEL_SZy_dMm49rI5OFTK5UMEdZQzFHS0FCOVIPMDZNM0hFUFQ3OVFMSS4u

Any future application should be submitted on below form.

https://forms.office.com/Pages/ResponsePage.aspx?id=EK6dKEevc0i5oC_DbmnPL7vEL_SZy_dMm49rI5OFTK5UODI0MVpCV0xEUkMzREZLMlpMVURLNUQ1Vi4u

I thank you all for your cooperation and professionalism today.

Flexible Working Application Form

We understand that there will be times when you may require to adapt your working hours/pattern and we want to try to help and support with this as much as possible. In order to do this, we ask that you complete the below Flexible Working Application Form with the required information which will then be sent to the Senior People Advisor for your site to review. They will then liaise with the appropriate managers from your campaign.

Should you require any help or support in completing this form, please feel free to contact the People Advisory Services team who will be more than happy to assist. Their contact number is 4911, Option 5 internally or 0330 123 3917 externally.

We would also recommend that you review the Flexible Working Policy to understand how this process works - <https://webhelpgroup.sharepoint.com/sites/wise-countries/uk-southafrica-india/policiesandprocedures/People-1/Documents/Leave,%20Working%20Hours%20and%20Pay/HRP08%20Flexible%20Working%20Policy%20V2.6.pdf>

Hi, Sarah, when you submit this form, the owner will be able to see your name and email address.

* Required

1. Please enter your 6 digit employee ID *

2. Please enter your full name *

3. Please enter the campaign you work on *

Enter your answer

4. Please enter the site you are based on *

- ☐ Cadogan Street
- ☐ Cardiff
- ☐ Dearne Valley
- ☐ Derby
- ☐ Dunoon
- ☐ Falkirk - SKY
- ☐ Falkirk - TC
- ☐ Glasgow - City Park
- ☐ Glasgow - Hope Street
- ☐ Greenock
- ☐ Kilmarnock
- ☐ Rothesay
- ☐ Sheffield

5. Please enter your line managers name *

Enter your answer

6. Please enter your current shift pattern *

Enter your answer

7. Effective date of change *

Please input date in format of dd/MM/yyyy



8. Please detail the shift pattern you are looking to work *

Enter your answer

9. Please enter the reasons behind your flexible working request *

Enter your answer

10. Please enter the total amount of hours you would be working under your new shift pattern *

If approved

Enter your answer

11. Please enter any other shift patterns you would be able to work *

Enter your answer

12. Please enter any other information you feel may be relevant to your application

If applicable

Enter your answer

Submit

This content has been created by the owner of the form. The data you submit will be sent to the form owner. Never give out your password.

Powered by Microsoft Forms | [Privacy and cookies](#) | [Terms of use](#)

Flexible Working FAQ's

As we are going through this process we understand that you may have some questions therefore in order for us to answer these, we ask that you submit your questions through this form which will be regularly reviewed.

Thank you for taking the time to complete this form.

Hi, Sarah, when you submit this form, the owner will be able to see your name and email address.

* Required

1. Please enter your 6 digit ID number *

2. Please enter your full name *

3. Please enter the campaign you work on *

4. Please enter the site you are based on *

5. Please enter your question below *

Enter your answer

Submit

This content has been created by the owner of the form. The data you submit will be sent to the form owner. Never give out your password.

Powered by Microsoft Forms | [Privacy and cookies](#) | [Terms of use](#)

MASS REVIEW – <UPDATE SITE>

Identify managers who will lead the meetings (try keep it consistent)

Plan offline time for briefings

Coordinate who is delivering (Head of or OM)

When to expect:

What to expect:

Week 1 (w/c 15 July 2019)

Communication to employees delivered by Head of or Ops Manager with Team Leader and Senior People Advisor where available. This will include messaging regarding the need for the review and what it means to them and invite them to re-apply for a FWA unless they can fit into a current shift offering. We will give them away (or email):

- Copy of comms
- Copy of FAQs
- Copy of proposed timescales
- Reference to the Flexible Working Policy
- Outline of the application process

Week 2 (w/c 22 July 2019)

Ops team will have facilitate drop-in sessions set aside or employees to talk through any initial thoughts or ask any questions or raise any concerns.

Week 3 (w/c 29 July)

Flexible working meetings begin to take place during the next 2 weeks (amend depending on volumes).

Week 4 (w/c 12 Aug)

We will hold calibration meetings with Ops lead, relevant chairs of FW meetings and Senior People Advisor to discuss and prioritise cases.

Week 5 (w/c 19 Aug)

Link back in with Planning on volumes to assess % of agreements and how this fits into profile etc.

Week 6 (w/c 26 August 2019)

Assuming we have all (or the majority) of the people identified reviewed, we will provide outcomes to those who have applied through the process.

Week 7 (w/c 2 September 2019)

For those who did not request any change, they will move onto a current BAU shift pattern.

In the instance that your flexible working application is declined and no compromise can be met, you will be required to move onto our current BAU shifts rotations.

Name	Team Leader	Date Submitted	Column1	Outcome delivered	Accept/Decline	Tenure	Note/documents on cascade to support
J.Powell	A.Weaver	13/08/2019	Collections		Refer	1yr 8 months	No
C.Stokes	A.Weaver	14/08/2019	Collections		Refer	1yr 8 months	Contractual ammendment 13.09.18 - Contractual change in hours from 25 HOURS to 20 HOURS
A.Kaleem	B.Chohan	14/08/2019	Collections		Refer	3yrs	a note stating change in working hours 0800-1630 Tue-Sat from J.Carter
U.Anwar	M.Aaronson	15/08/2019	Collections		Refer	3yrs 8m	note from 16/09/2016 stating usman can't work 10hr shifts + a contrual ammendment 08.05.19 Contractual change in hours from 24 HOURS to 20 HOURS
J.Higham	A.Fermendell	15/08/2019	Collections		Refer	2 yrs	20.08.18 Contractual change in hours from 20 HOURS to 30 HOURS
A.M.Chick	A.Fermendell	21/08/2019	Collections		Refer	1yr 11months	No
K.Usman	A.Fermendell	21/08/2019	Collections		Refer	1yr 8months	14.12.2018 Contractual change in hours from 25 HOURS to 20 HOURS
K.Sexton	A.Weaver	21/08/2019	Collections		Refer	1yr 1 month	No
A.Price	A.Fermendell	30/08/2019	Collections		Refer	11months	No
H.Jama	A.Fermendell	09/02/2019	Collections		Refer	3yrs 5months	3 Contractual changes
J.Greening	T.Crimlisk	22/10/2019	Out Bound		Refer	2yrs 1 month	2 contractual ammendments

⏮ Reply all ⏭ 🗑 Delete 🚫 Spam 🛑 Block ...

Update of Flexible Working tracker



Emma Parker

Thu 08/08/2019 10:41

Sarah Chislett; Cheryl Hawke; Lauren McNamee ✉

👍 1 ⏮ ⏭ ➡ ...

Hi both,

Hope you're well.

Just to let you know, I have updated the Cardiff flexi working tracker with rows 8 and 10 as new applications.

Any questions, let me know.

Kind Regards,

Emma



Emma Parker
People Advisor

1 Central Park Avenue, Central Business Park, Larbert, FK5 4RX, UK
emma.parker@uk.webhelp.com

⏮ Reply all ⏭ Delete ⛔ Spam Block ...

FLEXIBLE WORKING REQUEST - J.GREENING

📁 General

SC

Sarah Chislett

Mon 28/10/2019 11:32

Thomas Crimlisk ✉

👍 ↶ ↷ ➡ ...

HRP08 Flexible Working Polic...

163 KB

Flexible working Meeting Te...

501 KB

2 attachments (673 KB) Download all Save all to OneDrive – WEBHELP

Hi,

Following on from recent communications around a new flexible working application process through 365 forms and no longer through Cascade we have received a flexible working application from Jessica Greening

The request was made on 22nd October 2019 and has now been added to the new Flexible Working Screen on Cascade (Flexible Working Screen - New), you can view and edit this screen.

Please could you complete the following next steps detailed below:

1. arrange a flexible working meeting with Jessica
2. update both the Flexible Working Screen on Cascade and Sarah Chislett with the arranged details (date, hearing lead, note taker)
3. conduct the flexible working meeting with Jessica using the meeting notes template attached
4. arrange a time to discuss the meeting with myself, after the meeting but before an outcome is provided to Jessica
5. Confirm the outcome with Jessica in writing (letter template available in due course)
6. Ensure all details are updated in Cascade (outcome, reason for decline if applicable, detail of approved shift pattern if applicable, line manager, and review date - this must be 12 calendar months from the effective date)

Please note that we have a responsibility to discuss all flexible working applications with employees in a timely manner and as a business we aim to hold flexible working meetings within 28 calendar days of the application being received. Following the meeting we should then be looking to confirm the outcome to the meeting (either acceptance or decline) within a 2 week period.

Please be aware there is currently a wider review on flexible working and the possible outcomes of any current applications will be agreed as part of a calibration session with both operations and HR in early September. Therefore we should manage expectations in terms of a date to conclude and please ensure your operations manager is also aware.

I have also attached the Flexible Working Policy for your reference if required.

Flexible Working Policy (UK region)

Document Control			
Document Revisions	Version (V)	Revision Date	Revisions By
Flexible working policy create	V1	05.01.2013	
Branding Update	V2.4	05.11.2014	Lisa Huggins
Updated process of Appeal and for new HR Structure	V2.5	17.10.2016	Shona Smith
Review and refresh	V2.6	11.06.2019	Bryony Alexander

We are **committed** to considering different ways of working that enables flexibility for you to support your wellbeing in line with WebHEALTH and your attempts to maintain a healthy work life balance. We **recognise** that there are times when you may require support with this therefore this policy will guide you through your rights and entitlements to apply for flexible working arrangements so that you fully understand them. This policy applies to all employees of Webhelp UK region.

What sort of requests can I make for Flexible Working?

- Part-time working
- Different start or finish times
- Change of shift pattern
- Term time working
- Compressed hours (e.g. working 40 hours over 4 days)
- Change in location of work
- Phased retirement

Who is eligible to apply?

Any employee can apply as long as you:

- Have 26 weeks continuous service with Webhelp UK
- Have not made a flexible working request under this policy in the last 12 months

How do I apply?

Please complete the Flexible Working Application Form through the Flexible Working Application screen within Cascade. Once you have completed this form please make your Line Manager aware so your application can be reviewed.

Your Line manager will work with you and the People Advisor Services (PAS) team on exploring your request and if this can be accommodated by the business. Full details of the process are below.

What will happen next?

If your request can automatically be granted there is no requirement for a meeting in these circumstances; therefore, you will receive a letter informing you that your request has been accepted and confirming the length of time this has been agreed for.

In most instances your Line Manager will discuss your request with you through a Flexible Working meeting. You will receive a letter inviting you to this meeting which will be scheduled to take place within 28 calendar days from the date your request is received. Your manager will discuss your request in further detail within the meeting and consider how this will support your wellbeing. Following this a decision will be made to either; accept, partially accept or decline your request. A letter will be sent to you to confirm the outcome within 14 calendar days of your meeting.

You have a legal right to request flexible working and to have your request considered, however you do not have a legal right for this request to be accepted. The company will

This policy is non-contractual and may be varied, altered or replaced from time to time and the company reserves the right not to apply certain aspects of the policy if it is appropriate to do so.

Flexible Working Policy (UK)	HRP08	V2.6	Official Use Only	05.01.2013	11.06.2019
------------------------------	-------	------	-------------------	------------	------------

Flexible Working Policy (UK region)

act with **integrity** when considering all requests for Flexible Working and accommodate these where business needs permit. We want our people to feel they have been treated fairly and consistently, however, it is important to remember that your request will be considered on its own merits and in line the company's position at the time of your application. Therefore, agreeing to one person's request in the past, does not set a precedent or create a right for your request to be granted now or in the future.

If my request is accepted does it affect my contract of employment?

Yes - You will receive a letter detailing your accepted request and how this affects any contractual terms (eg. hours, salary, working patterns, etc...). All changes made under this policy are permanent changes to your working pattern including weekly hours. This may be reviewed every 12 months subject to business requirements. All changes will be detailed within the Flexible working outcome letter.

What happens if my request is declined?

You will receive a letter detailing why the company cannot accommodate your request. Any declined application must fall into one of the 8 legal reasons listed below and Line Managers will seek advice from the PAS team prior to reaching such a decision. The 8 legal reasons are:

- Planned structural changes
- The burden of additional costs
- A detrimental impact on quality
- Inability to recruit additional staff
- A detrimental impact on performance
- The inability to reorganise work amongst existing staff
- A detrimental effect on the ability to meet customer demand
- Lack of work during the periods the employee proposes to work

Can I appeal if my request is only partially accepted or declined?

Yes - Should you wish to appeal, your appeal letter should be sent to your Senior People Advisor within 7 calendar days of receiving your outcome, clearly stating the grounds of your appeal, this will then be passed on to the Senior People Advisor for your site, an appeal meeting will then be arranged by an appropriate manager. An outcome will be reached following your appeal meeting and we will write to you to confirm this.

What are the timescales for a flexible working application?

We **commit** to reviewing your application within a reasonable timescale after receiving your application.. If the application process needs to be delayed beyond what we deem as reasonable, you will receive notification of this in writing.

Can my manager introduce a trial period for my Flexible Working arrangement?

Yes - This would apply in cases where you manager may be unsure if the business can permanently meet your request, therefore a trial period may be introduced before reaching a formal decision. The length of the trial is at manager's discretion but will normally be between 1 and 3 months.

Can I withdraw my application?

Yes - You may withdraw your application at any point up to receiving an outcome decision. If you wish to withdraw your application please speak to your Line Manager and confirm in writing, clearly stating that you would like to withdraw your flexible working application and the reasons why. You will receive a letter to confirm that your application has been withdrawn.

This policy is non-contractual and may be varied, altered or replaced from time to time and the company reserves the right not to apply certain aspects of the policy if it is appropriate to do so.

Flexible Working Policy (UK)	HRP08	V2.6	Official Use Only	05.01.2013	11.06.2019
------------------------------	-------	------	-------------------	------------	------------

Flexible Working Policy (UK region)

Can the company withdraw my application?

Yes – The Company may class your application as withdrawn if you fail to attend your flexible working meeting more than once without providing your manager with a reasonable explanation for this, or if you refuse to provide the company with information required in order to assess your application fully.

Can I make more than one formal application in a year?

No – You are entitled to make one formal application in a rolling 12 month period.

Can I be accompanied to formal meetings regarding my flexible working request?

Yes – You may be accompanied by a work colleague or trade union representative.

Will my agreed Flexible Working Pattern be subject to review?

Yes – We may review your flexible working pattern with you every 12 months to check this still meets your needs and the business can accommodate. There may be cases where we will need to review your shifts/agreement within the timescale agreed however these would be in extreme circumstances.

Data collection

When managing employee data Webhelp will process and collect personal information in accordance with our Employee Privacy policy on processing special categories of personal data.

Inappropriate access or disclosure of employee data which constitutes a data breach should be reported in accordance with the organisation's data protection policy immediately. It may also constitute a breach of the conduct/capability policy, which will be managed with under the organisation's conduct and capability procedure.

This policy is non-contractual and may be varied, altered or replaced from time to time and the company reserves the right not to apply certain aspects of the policy if it is appropriate to do so.

Flexible Working Policy (UK)	HRP08	V2.6	Official Use Only	05.01.2013	11.06.2019
------------------------------	-------	------	-------------------	------------	------------

Flexible Working Meeting Notes



Employee Name & Employee Number:	
Employee Accompaniment Name: (if applicable)	
Employee Start Date:	
Meeting Chair:	
Note taker:	
Date and Time:	

MEETING OPENED AT:

Introduction

CHAIR Thank you for attending today's meeting. I am **NAME/JOB TITLE** and I am here to chair today's Flexible Working Meeting. Also in attendance is **NAME/JOB TITLE**, who will capture notes of the meeting today and at times may ask to pause to catch up.

Before we begin, can I confirm that you have reviewed a copy of your flexible working request letter?

EMP

CHAIR Your invite letter highlights your right to be accompanied; I note you are unaccompanied today.

OR

You are accompanied today by **NAME** who is your **work colleague/Trade Union Representative**. To let you know, your accompaniment must not answer questions directed to you, however they can summarise your case on your behalf.

Are you okay to proceed?

EMP

CHAIR We can also adjourn the meeting at any time if either you or I feel a break is required so please feel free to let me know if you need a break at any time throughout today's meeting.

I have received your request dated **DATE OF REQUEST**, where you have outlined that you are looking to request flexible working.

This meeting has been arranged to fully discuss your requirements for Flexible Working as outlined within your Flexible working application form. I'd like to talk through the reasons for your request and discuss the hours you are looking to work. When you've explained your reasons for the request I will review this in line with business requirements and fairness and take your personal circumstances into account where we can. We will either accept, partially accept or decline your request. You will not likely receive confirmation of an outcome today to allow us to undertake the appropriate review of your request.



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

Flexible Working Meeting Notes

You have a legal right to request flexible working and to have your request considered, however you do not have a legal right for this request to be accepted. In each case however, the company encourages employees to achieve a reasonable and fair work-life balance and we will attempt to facilitate flexible working arrangements wherever possible

The company will act with integrity when considering all requests for Flexible Working. It is important to remember that your request will be considered on its own merits and in line the company's position at the time of your application therefore, by agreeing to one person's request in the past, does not set a precedent or create a right for your request to be granted now or in the future. This is to ensure we balance and meet the needs of all parties involved.

Do you have any questions before we begin?

EMP

MEETING NOTES

Eligibility Criteria Checklist (Please tick)

- Submitted Flexible Working Application via forms
- Meeting to take place within 28 days of application
- Have 26 weeks continuous service with Webhelp
- Have not made a flexible working request under this policy in the last 12 months

☐
☐
☐
☐

Reason for Flexible Working Request (Please Tick)

- Part time working
- Different start or finish time
- Change of shift pattern
- Term time working
- Compressed hours (e.g. working 40 hours over 4 days)
- Change in location of work
- Phased retirement
- Other (please state reason)

☐
☐
☐
☐☐
☐
☐
☐

1) Discuss the reason for the employees Flexible Working application

(Capture the reason for the employee's request e.g. change in circumstances, returning from maternity leave)



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

Flexible Working Meeting Notes

2) What shifts is the employee looking to work?

(Capture the shifts the employee is requesting, capture the employee's preference but also other options if their first option isn't approved)

3) What are the challenges with the employees current shifts?

(Capture why the employee is finding it difficult/or is unable to work their current shifts)

4) Discuss support options available

(Discuss reasonable adjustments, welfare meetings, utilising Employee Assistance Programme)

5) Discuss availability out with the application

(Discuss with the employee potential alternatives that may not have been considered e.g. is there a current working pattern available that may be suitable or would the employee consider part time hours if applicable)



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

Flexible Working Meeting Notes



6) Childcare: Applicable if application is relating to Childcare

(What are the employees child care considerations or alternative arrangements?)

7) Carer related questions: Applicable if application is relating to care

(Does the employee care for a friend or family member? If so, who? Are they a registered carer? Is there anyone else to support with care?)

8) Medical Reasons: Applicable if application is relating to medical reasons

(How long has the employee suffered from their condition/illness? Is there any other support that can be offered? How often does the employee attend doctor/hospital?)

Adjournment

CHAIR Thank you. I'll now adjourn this meeting to consider the information we've discussed. This will involve me taking this request to Resource & Planning and consulting with the HR team.

I will either advise of the outcome in writing or reconvene the meeting to deliver my outcome at a later time.

Is there anything else you would like to add before I adjourn?

EMP



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

Flexible Working Meeting Notes

ADJOURNED AT:

RECONVENED AT:

Outcome

Accept:

(Detail the shifts/hours that have been accepted and how long the shifts will be in place)

Partially Accept:

(Detail the shifts/hours that have been partially accepted and how long the shifts will be in place)

Decline: (Please tick the relevant option)

Any declined application must fall into one of the 8 legal reasons listed below and managers must seek Operational and People Advisory Services advice prior to reaching a decision.

- Planned structural changes
- The burden of additional costs
- A detrimental impact on quality
- Inability to recruit additional staff
- A detrimental impact on performance
- The inability to reorganise work amongst existing staff
- A detrimental effect on the ability to meet customer demand
- Lack of work during the periods the employee proposes to work

☐
☐
☐
☐
☐
☐
☐
☐

Provide details of the decline reason:



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

Flexible Working Meeting Notes

Further Information Required:

Final points

Read the following points to the employee:

- You will receive your outcome letter along with the notes of today's meeting. Notes are not intended to be a verbatim account of the conversation which has taken place but to capture the main points of the meeting
- Your Cascade record will be updated, where you will be able to review all associated documentation to your appeal such as:
 - Flexible working request letter
 - Invite letter
 - Meeting notes
 - Outcome letter
 - Any other supporting documentation
- You will be informed when this is ready on Cascade in the Flexible Working screen on Cascade
- You can review all Webhelp Policies and Procedures on WISE
- If you wish to speak to someone impartial around today's meeting please note you can speak to a member of the People Advisory Services (PAS) team who can be contacted internally on 4911 OR externally on 03301233917, option 5.

Right of Appeal

- You have the right, if you wish, to appeal against the decision made today. To do this, you should put this in writing within five working days from the date of your outcome letter. Your appeal letter should clearly outline the grounds for your appeal and be sent to **INSERT SENIOR PEOPLE ADVISOR**. How to appeal will also be detailed in your outcome letter.

CHAIR Do you have any questions around your right to appeal that I could answer for you just now?

EMP

CLOSE OF MEETING

CHAIR Before we bring today's meeting to a close do you have any further questions?

EMP



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

Flexible Working Meeting Notes



MEETING CLOSED AT:

Please certify below confirming these notes are an accurate representation of the discussion that took place:

Employee: _____

Signature: _____

Meeting Chair: _____

Signature: _____

Note Taker: _____

Signature: _____

Accompanying person: _____

Signature: _____



For support with using this document, please contact PAS on EXT4911, opt 5 or call direct on 0330 123 3917

Flexible Working Meeting Notes Template	HRT19	V2	Official Use Only	25/07/2017	11/07/2019
---	-------	----	-------------------	------------	------------

THIS DOCUMENT IS UNCONTROLLED IF PRINTED OUT OR IF NOT VIEWED AS PART OF THE Webhelp UK DATA SYSTEM
These notes are not intended to be a verbatim account of the conversation which have taken place at this hearing but to capture the main points of the hearing.

Name	Team Leader	Date Submitted	Column1	Accept/De
F.Mahamed	A.Thomas	30/7/19	Collections	Accept
E.Grenan	L.Rochester	31/7/19	Flying Start	Withdraw
A.Phillips	A.Holloway	2/8/2019	Collections	Accept
K.Crothers	M.Knowles	5/8/2019	Collections	Decline
C.Ndaiye	A.Fermendell	6/8/2019	Collections	Accept
M.Omar	L.Kelly	7/9/2019	Flying Start	Decline
N.Shuhena	J.Russell	7/8/2019	Flying Start	Sick
J.Luo	S.Thomas	7/8/2019	Flying Start	Accept
L.Callaghan	B.Hughes	8/8/2019	Collections	Decline
Y.Quasim	J.Russell	9/8/2019	Flying Start	Sick
S.Kadir	A.Weaver	13/08/19	Collections	Decline
C.Bull	A.Weaver	13/08/19	Collections	Decline
J.Powell	A.Weaver	13/08/19	Collections	Refer
T.Watkins	A.Weaver	13/08/19	Collections	Sick
K.Osman	O.Cowley	13/08/19	Collections	Decline / La
T.Lock	A.Fermendell	14/08/19	Collections	Withdraw
C.Stokes	A.Weaver	14/08/19	Collections	Refer
A.Kaleem	B.Chohan	14/08/19	Collections	Refer
U.Anwar	M.Aaronson	15/08/19	Collections	Decline
K.Coughlin	B.Chohan	15/08/19	Collections	Accept
H.Morgan	B.Chohan	15/08/19	Collections	Accept
J.Higham	A.Fermendell	15/08/19	Collections	Refer
M.Rohman	B.Chohan	17/08/19	Collections	Accept
A.M.Chick	A.Fermendell	21/08/19	Collections	Refer
T.Thomas	A.Weaver	21/08/19	Collections	Decline
C.Jamshad	A.Weaver	21/08/19	Collections	Withdraw
K.Usman	A.Fermendell	21/08/19	Collections	Refer
K.Sexton	A.Weaver	21/08/19	Collections	Refer
W.Sweeney	A.Holloway	21/08/19	Collections	Accept
A.Brown	A.Fermendell	21/08/19	Collections	Accept
E.Smith	L.Paskall	21/08/19	Collections	Accept
L.Cornelius	M.Long	21/08/19	Collections	Accept
E.James	B.Chohan	21/08/19	Collections	Accept
S.Snadden	G.Jones	22/08/19	Collections	Accept
U.Jabber	A.Thomas	22/08/19	Collections	sick
N.Amruth	S.Thomas	23/08/19	Flying Start	Accept
C.Watkins	S.Thomas	24/08/19	Flying Start	Accept
S.Quinn	A.Weaver	27/08/19	Collections	Accept
A.Price	A.Fermendell	30/08/19	Collections	Refer
H.Jama	A.Fermendell	2/9/2019	Collections	Refer
C.Morgan	S.Thomas	5/9/2019	Flying Start	Accept
E.Pritchard	S.Thomas	9/9/2019	Flying Start	Accept
A.Khatoon	R.Ihencho	11/9/2019	Flying Start	Decline
D.Eastment	N.Birtles	13/09/19	Out Bound	Decline
N.Saleh	N.Birtles	13/09/19	Out Bound	Decline
B.Stephen	S.Kirkpatrick	13/09/19	Flying Start	Accept
H.Perries	D.Fermendell	18/09/19	Collections	Accept
J.Mcdonald	L.Kelly	21/09/19	Flying Start	Accept
L.O'Connell	R.Ihencho	23/09/19	Flying Start	Accept

L.Searle	A.Fermendell	23/09/19	Collections	
A.Qasim	J.Thorne	26/09/19	Collections	Accept
S.Akbar	C.Greenaway	9/10/2019	Quality	
M.Atwood	J.Thorne	15/10/19	Collections	
C.King	C.Greenaway	18/10/19	Quality	
E.Owens	L.Kelly	18/10/19	Flying Start	
J.Greening	T.Crimlisk	22/10/19	Out Bound	

Ref: (Insert Requesting Manager's Payroll number)

Private & Confidential

Test Team1

Insert date

Dear Test,

Flexible Working Application

I am writing to acknowledge receipt of your Flexible Working Application Form, dated **date**, which we received on **date**, requesting a change to your working hours.

We will now consider your application, and will be in touch soon to set up a meeting to discuss.

If you have any questions in the meantime, please do not hesitate to contact me on **number**.

Yours sincerely

Name

Job role

Ref: (Insert Requesting Manager's Payroll number)

Private & Confidential
Test Team1

Insert date

Dear Test,

Initial Flexible Working Meeting

Thank you for submitting your Flexible Working Application form.

You are invited to attend an initial meeting on date at time at our site Contact Centre to discuss your application in more detail to allow us to make an informed decision.

You may if you wish be accompanied by a work place colleague or a Trade Union representative not acting in a professional or legal capacity. Please note; relatives are excluded from this process.

In attendance at this meeting will be myself (name, job title) and (name, job title).

A copy of the Company's Flexible Working Policy can be located on Wise and we would advise you to read this before the meeting.

Yours sincerely

Name
Job role

Ref: **(Insert Requesting Manager's Payroll number)**

Private & Confidential

Test Team1

Insert date

Dear Test,

Flexible Working Application

I acknowledge receipt of your letter dated **date** requesting Flexible Working.

As you will see from the Flexible Working Policy, to be able to apply for Flexible Working, you must meet the criteria listed below:

- Be an employee who has been continuously employed for a period of not less than 26 weeks.
- Have not made a flexible working request under this policy in the last 12 months

In your application you have explained that you are requesting a change in your working pattern due to **(reason)**. Unfortunately this means you do not qualify (as per the criteria above) to be able to apply for Flexible Working.

OR

Your start date with the Company was **date**, which means you have been employed with us for less than 26 weeks. Unfortunately this means you do not qualify (as per the criteria above) to be able to apply for Flexible Working.

*****Optional*****

However, I have passed your request to the Operations team for your campaign to consider if this can be supported at a local level, and you should hear from them shortly.

A copy of Webhelp UK's Flexible Working Policy can be found on WISE for your persual.

Should you have any further questions, please do not hesitate to call me on **number**.

Yours sincerely

Name

Job role

Ref: **(Insert Requesting Manager's Payroll number)**

Private & Confidential

Test Team1

Insert date

Dear Test,

Flexible Working Application - Outcome

Following receipt of your application and further to the meeting held on **date**, in the presence of **name, job role**, I can confirm that I have considered your request for a new flexible working pattern and that your application has been accepted.

Your new working hours will be **hours** per week. Your new working arrangements will begin on **date**.

Your new working pattern will be as follows:

(ENTER NEW WORKING PATTERN HERE)

Please note that the change to your working pattern is effective for at least 12 months. This change does not affect or change your terms and conditions of employment.

OR

Please note that the change to your working pattern will be a temporary change between the [outline dates from & to] and may be subject to review following this period. This change does not affect or change your terms and conditions of employment.

To ensure we meet your needs and those of the business, we may review your accepted working pattern after an agreed period of time. Taking into account your request in line with our current resourcing demands, we are confident that the new working pattern will be of benefit, both to yourself and to the organisation.

If you have any questions on the information provided please do not hesitate to contact me.



Please sign and date both copies of this letter. One copy will be retained by you and the other returned to myself within 7 working days so that this can be uploaded onto your employee file on Cascade.

Yours sincerely,

Name

Job role

By signing the below, I accept the new working pattern as outlined above.

NAME: _____

SIGNED: _____

DATE: _____

Ref: (Insert Requesting Manager's Payroll number)

Private & Confidential
Test Team1

Insert date

Dear Test,

Flexible Working Application

Following receipt of your application for Flexible Working and further to the meeting held on (date) in the presence of (name, job title) and (name, job title). I now write to confirm the outcome of your request. At all stages you had the right to be accompanied by a workplace colleague, which you declined/accepted and Name, Job role attended.

I can confirm that after careful consideration of your request for a new flexible working pattern your application has been declined.

We are unable to accommodate your request for the following business reasons:

(DELETE AS APPROPRIATE)

- Planned structural changes
- The burden of additional costs
- A detrimental impact on quality
- Inability to recruit additional staff
- A detrimental impact on performance
- The inability to reorganise work amongst existing staff
- A detrimental effect on the ability to meet customer demand
- Lack of work during the periods the employee proposes to work

The grounds apply in the circumstances because:

(state full justification)

You have the right to appeal against this decision. This appeal should be made in writing within 7 days after the date on which notice of the decision is given to the (Name of Senior People Advisor for site), Senior People Advisor, Location Address.

Yours sincerely

Name
Job role



Ref: **(Insert Requesting Manager's Payroll number)**

Private & Confidential
Test Team1

Insert date

Dear Test,

Flexible Working Appeal

I acknowledge receipt of your appeal letter dated **date**.

We have arranged a Flexible Working Appeal meeting which will take place on **date** at **time** at our **site** Contact Centre. In attendance at this meeting will be myself **(name, job title)** and **(name, job title)**.

You may if you wish be accompanied by a work place colleague or a Trade Union representative not acting in a professional or legal capacity. Please note; relatives are excluded from this process.

If you have any questions please do not hesitate to contact me.

Yours sincerely

Name
Job role

Ref: **(Insert Requesting Manager's Payroll number)**

Private & Confidential
Test Team1

Insert date

Dear Test,

Flexible Working Request – Appeal Outcome

Thank you for attending the above Appeal Hearing which was held on **date**

You appealed against the decision of the meeting held on **date**, when your flexible working request was declined.

After listening to the points raised by yourself and having given them careful consideration, I now confirm the decision taken following the Appeal Hearing, namely that the decision to decline your application to work flexibly has been **upheld/overturned**.

(If the decision is to revoke the original decision, specify the contract variation agreed to and the date it will take effect).

(If the decision is to uphold the original decision, specify the grounds for the decision as well as an explanation as to why those grounds apply).

You have now exercised your right of appeal and this decision is final.

Yours sincerely

Name
Job role

Megan-Rose Bell

PEOPLE COORDINATOR

Webhelp UK

1 Central Park Avenue, Central Business Park, Falkirk

T : +44 (0) 1324 575332

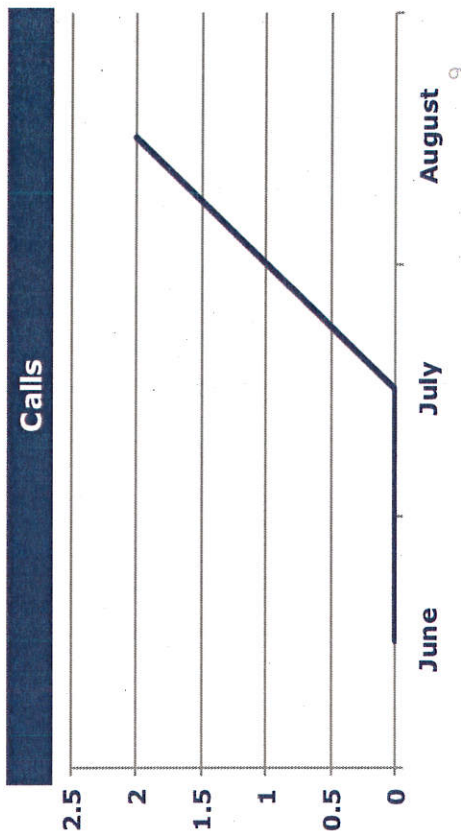
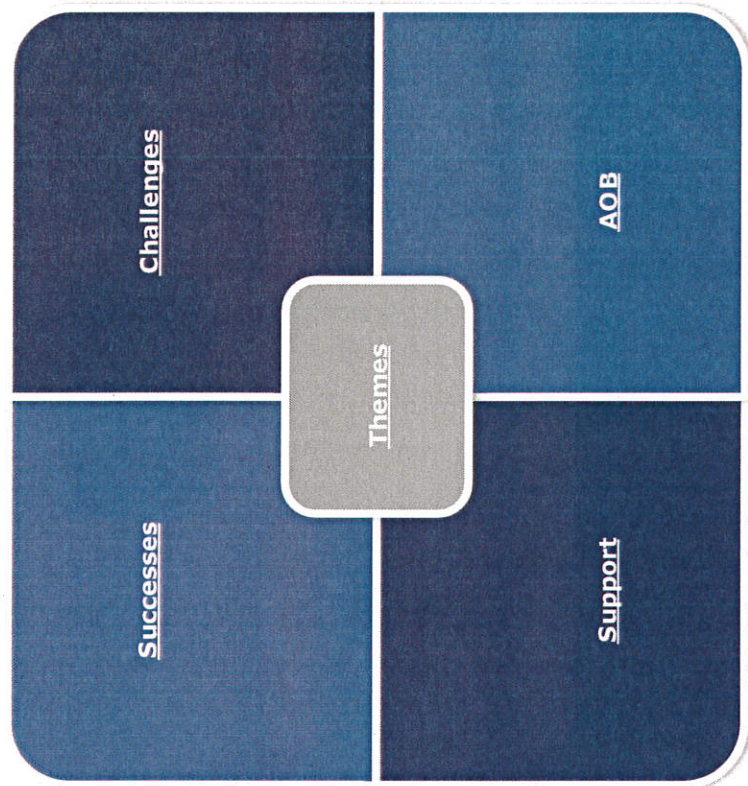
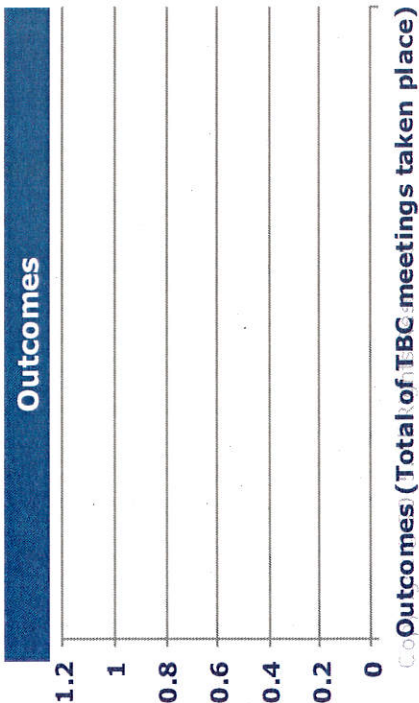
Meganrose.bell@uk.webhelp.com

webhelp



Stage	Start Date	End Date	People Issues	
1	12/08/19	18/08/19		
2	19/08/19	25/08/19	Appeals	0
3	26/08/19	01/09/19	Grievances	0
4	02/09/19	08/09/19	Complaints	0
5	09/09/19	15/09/19		
6	16/09/19	29/09/19	ET/ACAS	0
7	30/09/19	06/10/19		

Insight	
How many employee's have been communicated to?	12
How many employee's have still to be communicated to?	9
How many applications have we received?	43
No. applied through BAU process, out with mass review?	7
How many meetings have taken place?	TBC
How many drop in sessions have taken place?	TBC
What was the approx footfall for drop in sessions?	TBC

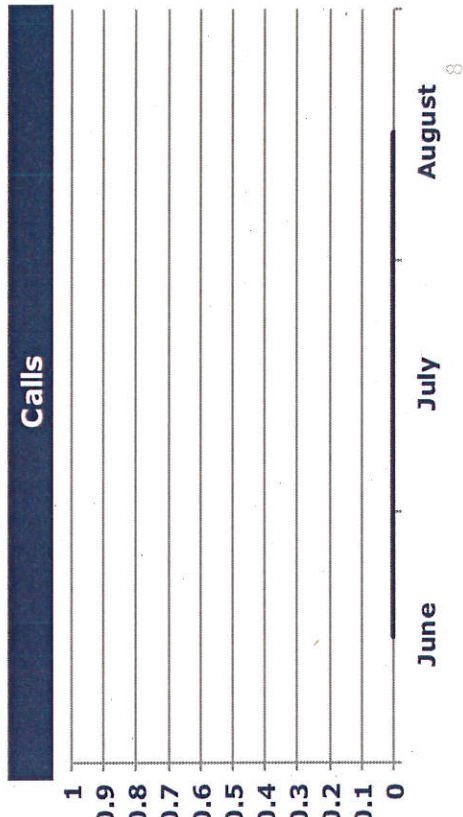
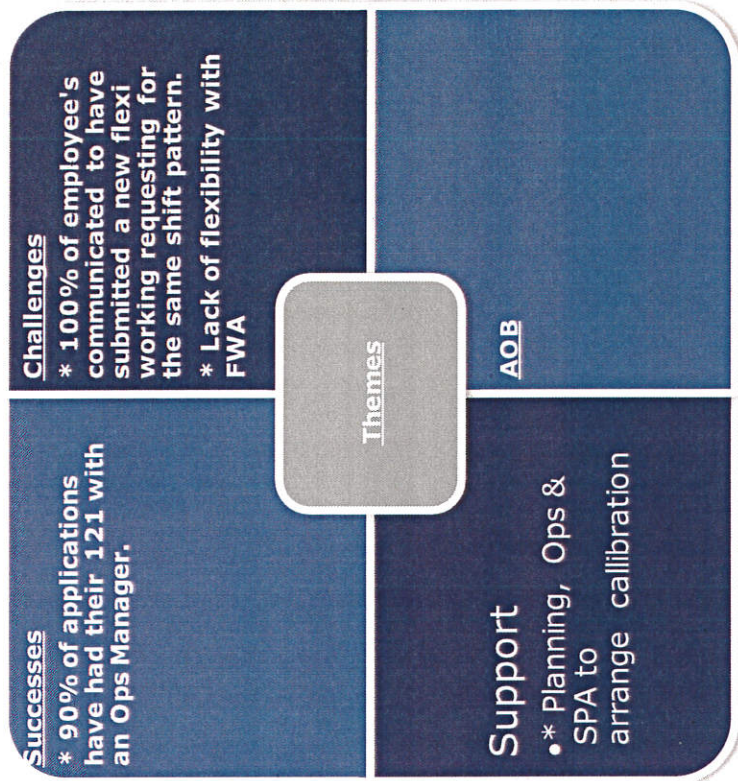
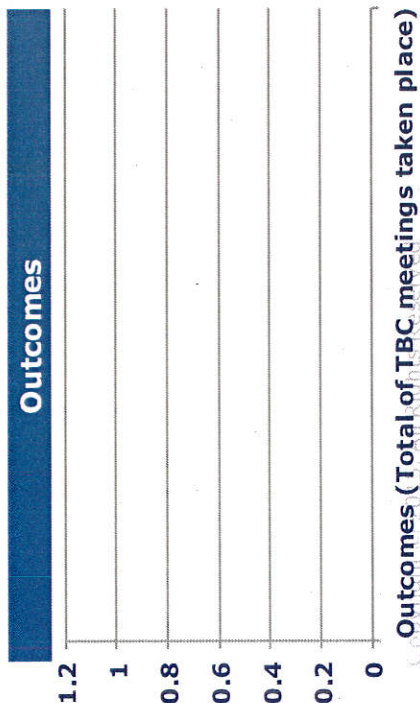


KILMARNOCK

webhelp™

Stage	Start Date	End Date	People Issues
1	05/08/19	11/08/19	
2	12/08/19	18/11/19	Appeals 3
3	19/08/19	25/08/19	Grievances 0
4	26/08/19	01/09/19	Complaints 0
5	07/10/19	13/10/19	
6	14/10/19	20/10/19	
7	21/10/19	27/10/19	ET/ACAS 0

Insight	
How many employee's have been communicated to?	37
How many employee's have still to be communicated to?	9
How many applications have we received?	39
No. applied through BAU process, out with mass review?	2
How many meetings have taken place?	35
How many drop in sessions have taken place?	2
What was the approx footfall for drop in sessions?	6

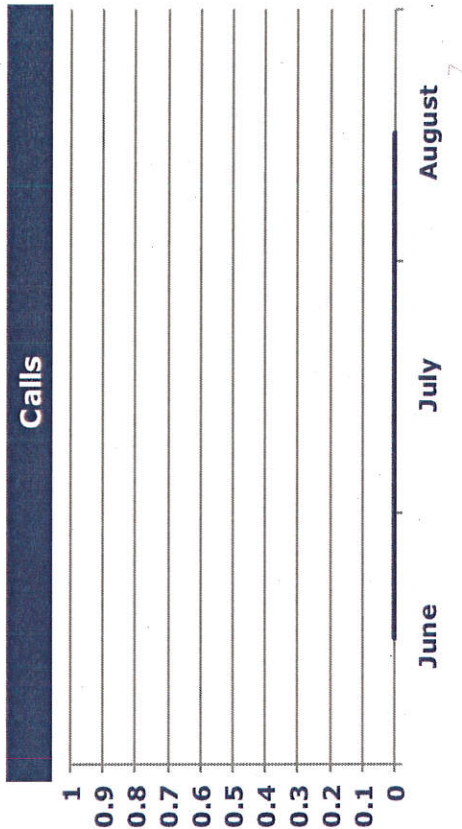
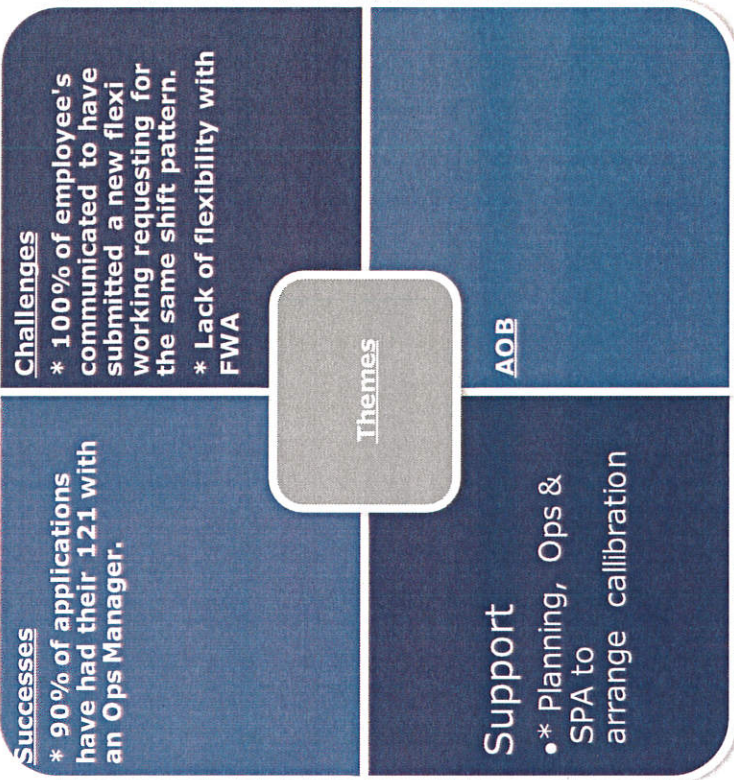
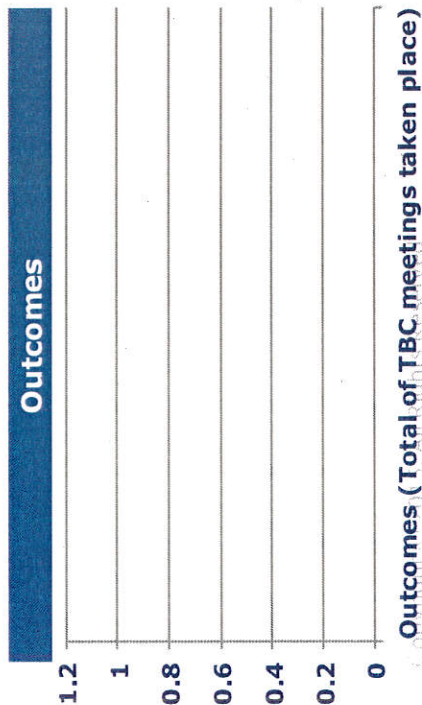


KILMARNOCK

webhelp™

Stage	Start Date	End Date	People	Issues
1	05/08/19	11/08/19	Appeals	3
2	12/08/19	18/11/19	Grievances	0
3	19/08/19	25/08/19	Complaints	0
4	26/08/19	01/09/19	ET/ACAS	0
5	02/09/19	08/09/19		
6	09/09/19	22/09/19		
7	23/09/19	30/09/19		

Insight	
How many employee's have been communicated to?	37
How many employee's have still to be communicated to?	9
How many applications have we received?	39
No. applied through BAU process, out with mass review?	2
How many meetings have taken place?	35
How many drop in sessions have taken place?	2
What was the approx footfall for drop in sessions?	6

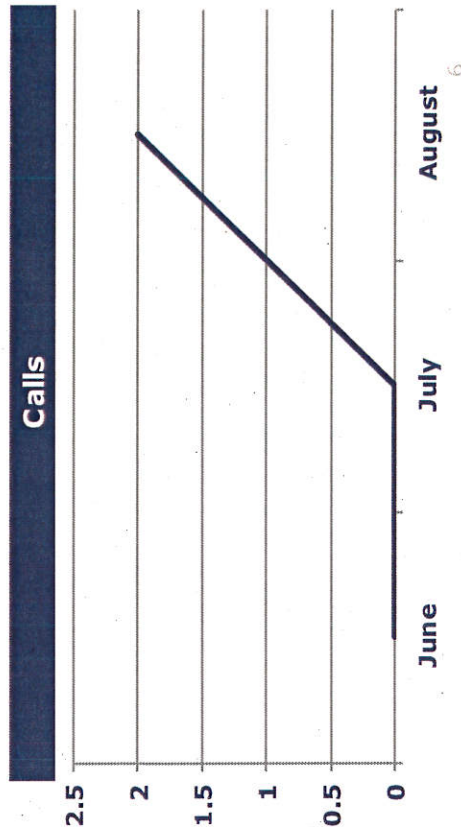
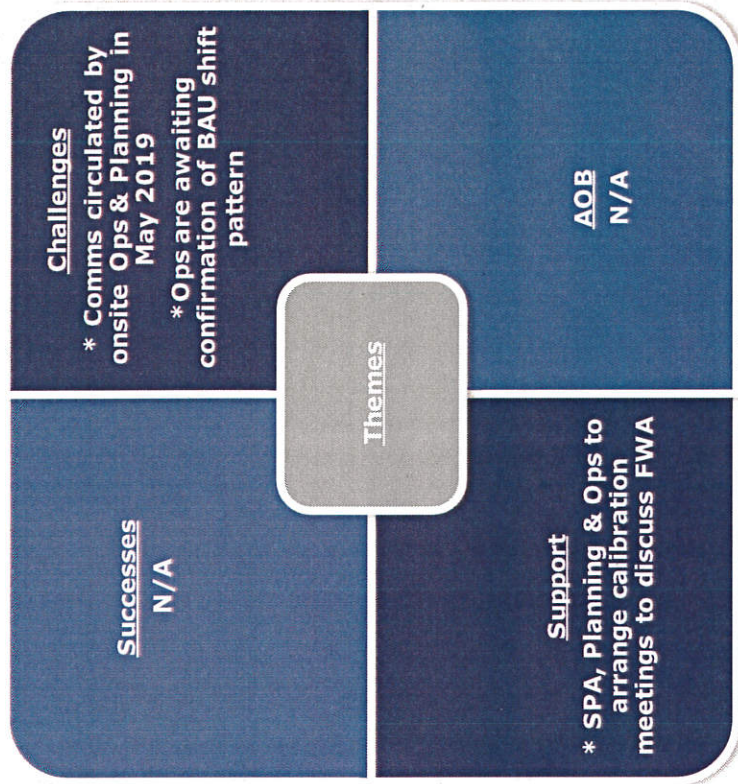
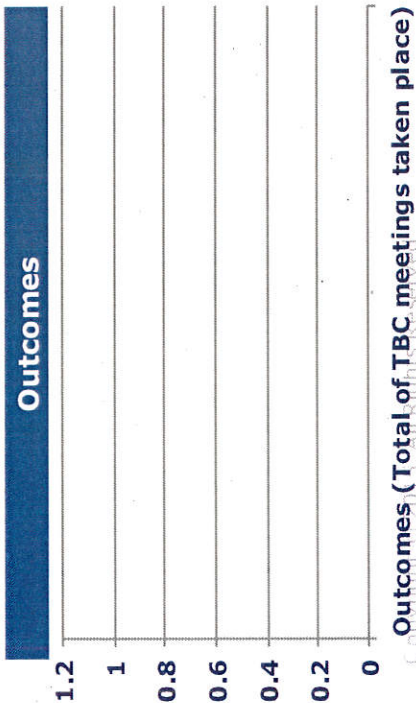


GLASGOW – HOPE STREET

webhelp™

Stage	Start Date	End Date	People	Issues
1	TBC	TBC	Appeals	1
2	TBC	TBC	Grievances	0
3	TBC	TBC	Complaints	0
4	TBC	TBC	ET/ACAS	0
5	TBC	TBC		
6	TBC	TBC		
7	TBC	TBC		

Insight	
How many employee's have been communicated to?	0
How many employee's have still to be communicated to?	46
How many applications have we received?	3
No. applied through BAU process, out with mass review?	3
How many meetings have taken place?	0
How many drop in sessions have taken place?	0
What was the approx fallout for drop in sessions?	0

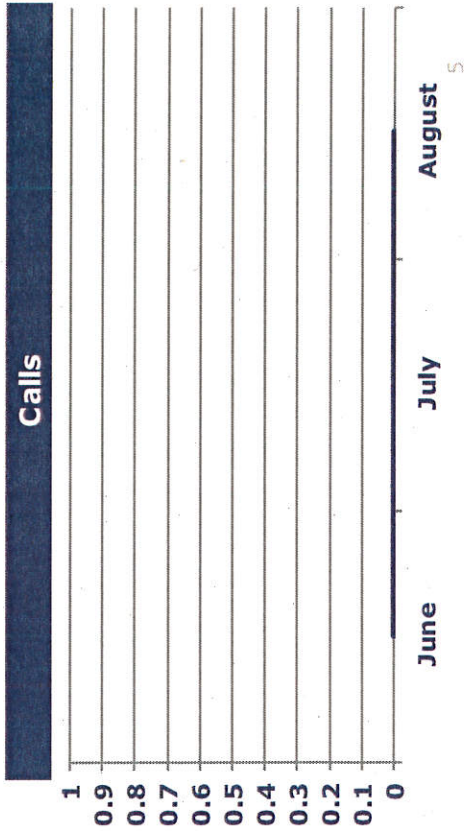
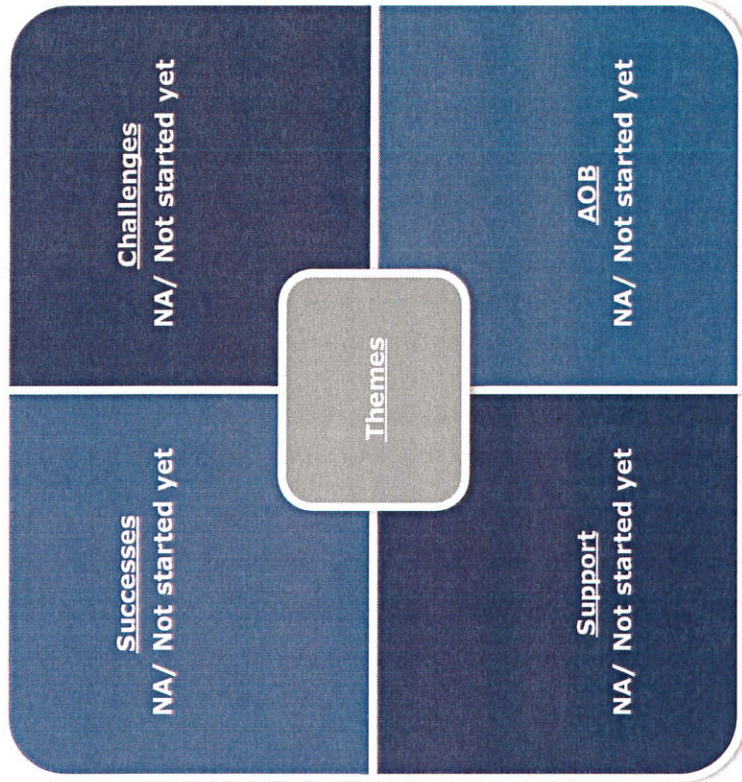
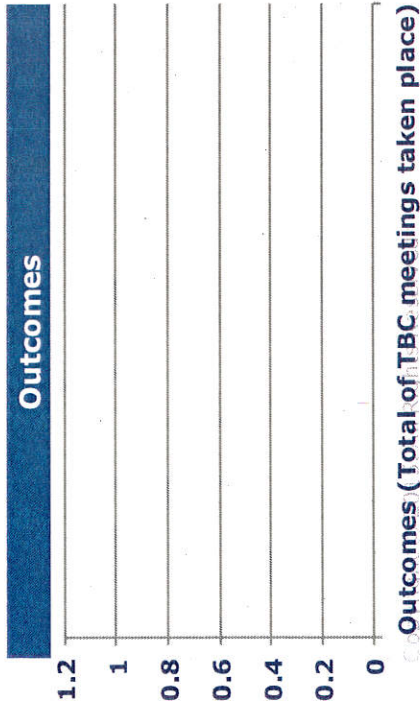


DUNOON

webhelp™

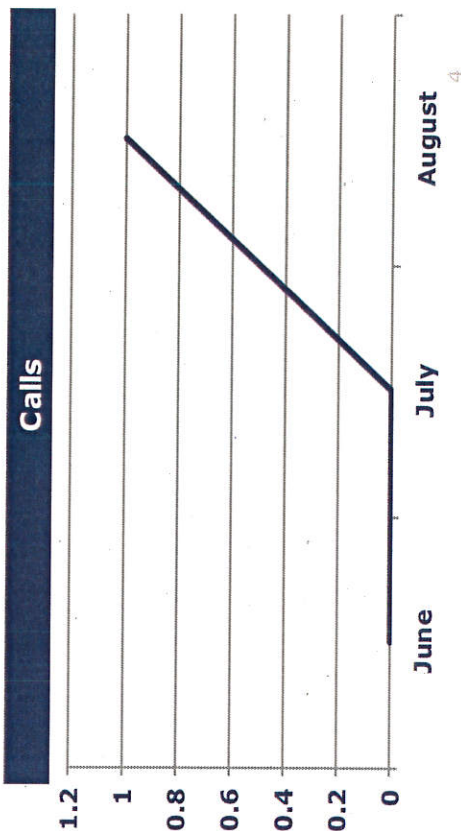
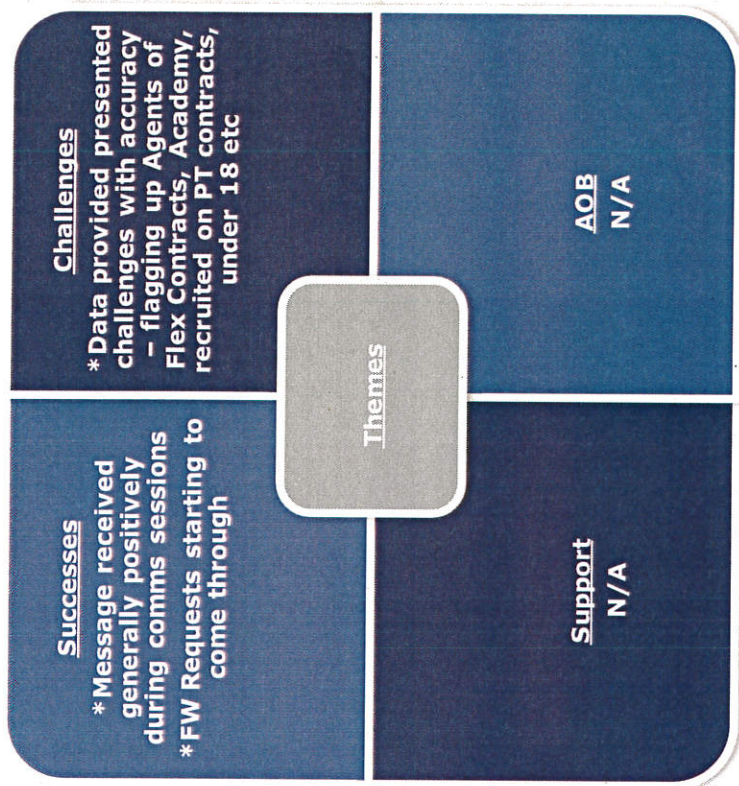
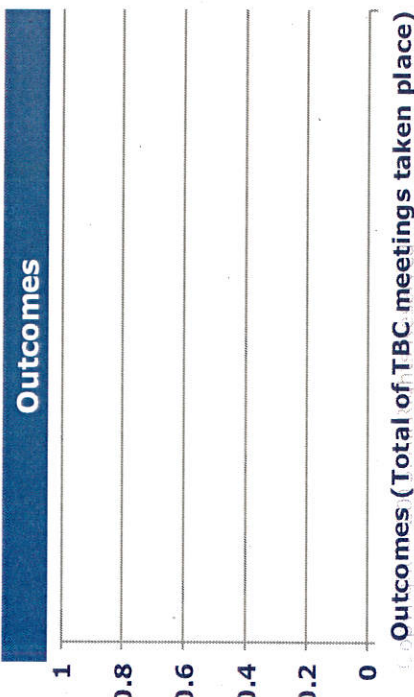
Stage	Start Date	End Date	People	Issues
1	17/09/19	22/09/19	Appeals	0
2	23/09/19	29/09/19	Grievances	0
3	30/09/219	13/10/19	Complaints	0
4	14/10/19	20/10/19	ET/ACAS	0
5	21/10/19	27/10/19		
6	28/10/19	10/11/19		
7	11/11/19	17/11/19		

Insight	
How many employee's have been communicated to?	20
How many employee's have still to be communicated to?	0
How many applications have we received?	18
No. applied through BAU process, out with mass review?	5
How many meetings have taken place?	0
How many drop in sessions have taken place?	0
What was the approx footfall for drop in sessions?	0



Stage	Start Date	End Date	People Issues
1	12/08/19	18/08/19	
2	19/08/19	25/08/19	Appeals 0
3	26/08/19	01/09/19	Grievances 0
4	02/09/19	08/09/19	Complaints 0
5	09/09/19	15/09/19	
6	16/09/19	29/09/19	ET/ACAS 0
7	30/09/19	06/10/19	

Insight	
How many employee's have been communicated to?	19
How many employee's have still to be communicated to?	22
How many applications have we received?	59
No. applied through BAU process, out with mass review?	10
How many meetings have taken place?	TBC
How many drop in sessions have taken place?	0
What was the approx footfall for drop in sessions?	0



CARDIFF

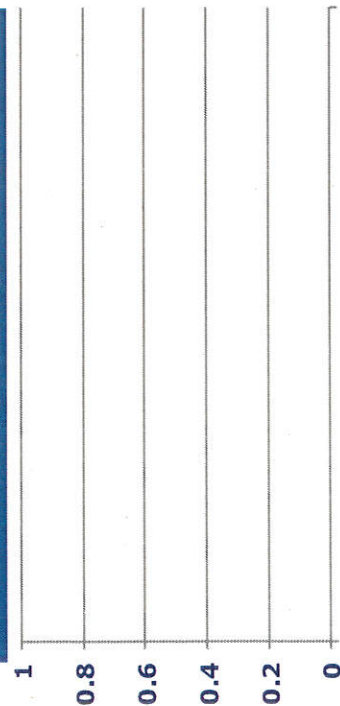
webhelp™

Stage	Start Date	End Date	People	Issues
1	05/08/19	11/08/19		
2	12/08/19	18/11/19	Appeals	0
3	19/08/19	25/08/19	Grievances	0
4	26/08/19	01/09/19		
5	02/09/19	08/09/19	Complaints	0
6	09/09/19	22/09/19		
7	23/09/19	30/09/19	ET/ACAS	0

Insight

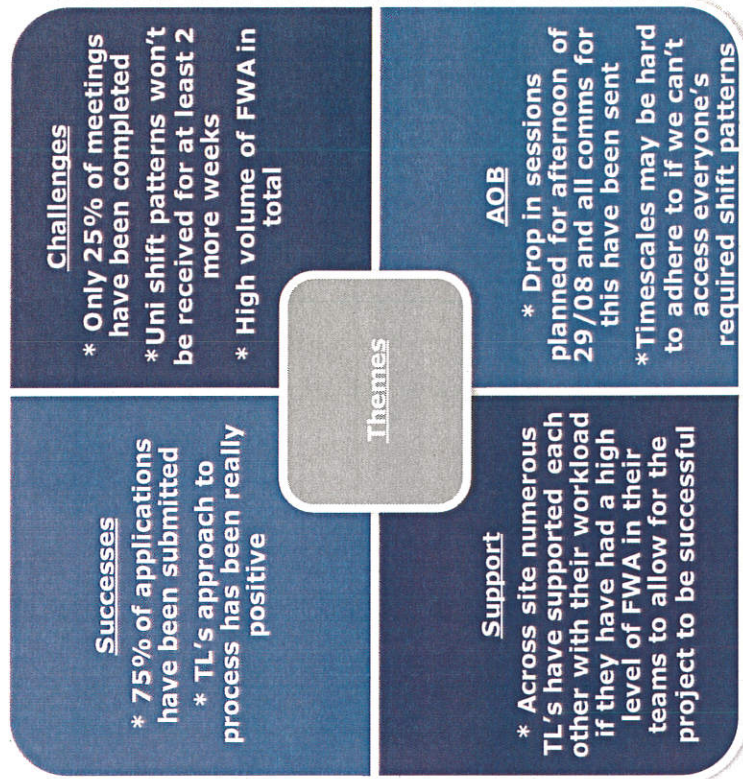
How many employee's have been communicated to?	62
How many employee's have still to be communicated to?	0
How many applications have we received?	58
No. applied through BAU process, out with mass review?	24
How many meetings have taken place?	40
How many drop in sessions have taken place?	N/A
What was the approx footfall for drop in sessions?	N/A

Outcomes

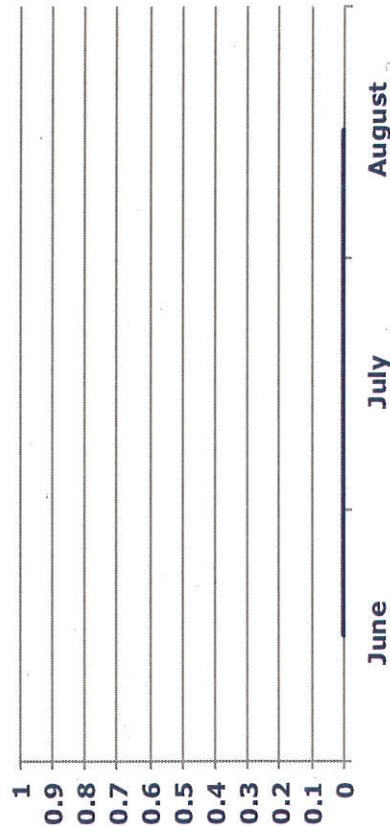


Outcomes (Total of TBC meetings taken place)

Copyright © 2019. All Rights Reserved



Calls



August 3

ROLES & RESPONSIBILITIES

webhelp™



Head of Campaign/Ops Lead

- Work in collaboration with SPA
- Keep team updated with development
- Drive progress of plan
- Ensure the capability of line managers
- Keep integrity & fairness
- Reach out for support when required



Senior People Advisor

- Facilitate progress of plan
- Ensure people fairness
- Manage and mitigate risk profile
- Support line manager capability
- Be the 'people conscience'



People Advisory Team

- Advise on process, e.g eligibility, templates, etc
- Drive consistency
- Review letter content
- Share expertise and transfer knowledge



Planning Team

- Advise on what resource profile looks like
- Guide on what can be supported in line with resource requirements
- Keep us all updated on any changes of requirements

webhelp

