

Student Name: Jessica Rees-Evans

Student Number: 1052038

CIPD Membership Number: 57493057

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: Jessica Rees-Evans

Date: 17/09/2021

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to improving organisational performance

Word Count: 2079

Contents:

Evidence Matrix - Page 1-3

Personal Statement for LO1 – Page 3-4

Evidence for LO1 – Page 4-11

Personal Statement for LO2 – page 12 - 13

Evidence for LO2 – page 13-18

Personal Statement for LO3 - page 18-20

Evidence for LO3 – page 21

Referencing: page 21 - 22

Evidence Matrix

Unit Code	Unit Title	Learning Outcome	Evidence Description	Evidence Reference Number	Assessor Initials	I/V initials if sampled.
5AIOP	Contributing to improving organisational performance	1	12 week review document for employees	Doc.1		
5AIOP	Contributing to improving organisational performance	1	12 week review document for line managers	Doc.2		
5AIOP	Contributing to improving	1	Annual appraisal document	Doc.3		

	organisational performance					
5AIOP	Contributing to improving organisational performance	1	Associate review	Doc.4		
5AIOP	Contributing to improving organisational performance	1	Calander screenshot	Doc.5		
5AIOP	Contributing to improving organisational performance	1	Email follow up	Doc.6		
5AIOP	Contributing to improving organisational performance	1	Letter of concern	Doc.7		
5AIOP	Contributing to improving organisational performance	1	Equality Act	Doc.8		
5AIOP	Contributing to improving organisational performance	1	ACAS Code	Doc.9		
5AIOP	Contributing to improving organisational performance	1	Email from manager	Doc.10		
5AIOP	Contributing to improving organisational performance	2	Calander invitation with attachments	Doc.11		
5AIOP	Contributing to improving organisational performance	2	Notes at performance improvement meeting	Doc.12		
5AIOP	Contributing to improving organisational performance	2	Email summery of meeting	Doc.13		
5AIOP	Contributing to improving	2	Email suggesting additional training	Doc.14.		

	organisational performance					
5AIOP	Contributing to improving organisational performance	2	Headcount document	Doc.15		
5AIOP	Contributing to improving organisational performance	2	Calendar invitation with documents attached	Doc.16		
5AIOP	Contributing to improving organisational performance	2	List of appraisal outcomes	Doc.17		
5AIOP	Contributing to improving organisational performance	2	Calendar meeting	Doc.18		
5AIOP	Contributing to improving organisational performance	2	Follow up email	Doc.19		
5AIOP	Contributing to improving organisational performance	2	Manager confirmation	Doc.20		
5AIOP	Contributing to improving organisational performance	3	Notes from meeting	Doc.21		

LO1 - Be able to provide information on performance management activities within an organisation.

My job role is to manage a contingent workforce of manufacturing employees at Dow Silicones for a recruitment agency called Adecco. We do not have a formal performance management policy; however, we do have a process that we follow in terms of managing performance. Those involved in this process include line managers, who provide me with the information needed in relation to the employees performance, permanent employees, who train new starters and provide feedback to line managers on their progress and performance, my HR shared service team in head office, who I can escalate any concerns to if performance does not improve

over the agreed timeframe, and my manager Vicky Cole, who set out the process and is there if any escalations are needed.

It begins with the induction; each new starter attends an onsite induction which is health and safety based. After the induction is complete the new starter gets buddied up with a permanent employee and with the support of the line manager too, they inform them verbally and by demonstration how to use the machinery and what output should look like in terms of numbers, they are also given standard operating procedures to read, unfortunately I am unable to include these as evidence as they hold confidential information on how the products are made.

After 12 weeks I hold a review with the employee and line manager. The employee completes a 12-week review document, self-reviewing how they feel they have settled into the role, any difficulties they have, what they enjoy and what they feel they need more training / support/ development on (Doc.1). The line manager completes their 12-week review document, covering whether the new employee is meeting the set objectives (Doc.2) Both bring the completed documents to the meeting, and we discuss the content of each document and any development needs.

Annually we complete appraisals which are linked to pay increases, the line manager completes the Dow appraisal document (Doc.3) and the employee completes the review for completion by associate document (Doc.4) both bring to the meeting, and we review together. Dow HR then allow a percentage increase for the employees who receive exceed and met outcomes. Those that receive not met outcomes are put on a performance improvement plan, whereby I schedule in a meeting every shift cycle (6 weeks) so that I can meet with the employee and line manager, and we can review the individual's performance, any training and/or development needed, set objectives and review them. See Calendar screenshot of one due next week (Doc.5) We then decide how soon this needs reviewing afterwards and continue to review until the performance issue is resolved. I take notes during these meeting and send the employee an email confirming the conversation and the requirements ready for the next meeting, the line manager is also copied in on this. Example attached (Doc.6) This also applies for the rest of the year if there are any performance issues, the line manager highlights it to me, and I provide advice and we follow the above process, allowing and encouraging the employee to improve.

If there are any escalations where the performance does not improve with support, I refer to our head office HR department who confirm if I can issue a letter of concern, example provided (Doc.7) or go down the disciplinary route.

We refer to the Equality Act (2010) (Doc.8) and the ACAS code of practice on disciplinaries and grievances (2015) (Doc.9) to ensure we are complying with the law and best practice. Line managers will regularly speak with me to offer advice on employment law and how we can deal with particular performance issues. I have asked my line manager to confirm that the above is an accurate account of the process we follow and provided a copy of the confirmation (Doc.10)

Evidence for LO1.

Doc.1



12 week review for Associates

Associate Name:

Associate Job title:

Department:

Length of time in post:

Associate Line Manager Name:

Purpose of the 12 week review meeting

To enable you to discuss, with your manager how you have settled into the role, your job performance and your future. The discussion should aim at a clearer understanding of:

- (a) The main scope and purpose of your job
 - (b) Agreements on your objectives and tasks
 - (c) Standards or targets for measuring your performance
 - (d) Your training and future prospects
-
- You prepare for the meeting and discussion by completing this form and taking along to the appraisal meeting with your line manager.
 - You will be given the opportunity to read the appraisal form prepared by your manager; you will be able to add your comments, and sign the appraisal form.

2. How do you feel you have settled into the role and team?

Doc.2



Line Manager 12 week review

Associate Name:

Associate Job title:

Department:

Associate Line Manager Name:

Assessment of performance (tick as appropriate and add comments)

Supervisor's Comments		A Well ahead of standard	B More than satisfactory – slightly above job requirements	C Average – meets job requirements	D Less than satisfactory – needs slight improvement	E Unsatisfactory – below the standard reasonably expected
Volume of work How does the amount of work done compare with the job requirements?		Exceptionally high output	Output is usually above average	Output is average	Output is occasionally unsatisfactory	Insufficient – improvement needed
Job knowledge Does the employee have the knowledge to do the job properly?		Exceptionally thorough knowledge of own and related work	Good knowledge of own job and related work aspect	Average knowledge of own job and related work	Lack of job knowledge sometimes hinders progress	Inadequate knowledge of own work
Safety						

Doc.3



Performance Appraisal Review Form 2020

Associate Name: Job title: Dept line manager: Length of time in post:

Final Bradford factor for the year:

Assessment of performance:

	Dow Goal	Comments
EHS Zero Incidents	1. Safe pit stops & TAR Aug 2020 2. Positive BBP interaction and execution of LCS inc Covid-19 controls 3. Demonstrate intervention to help others when necessary 4. Full LCS adherence including sign offs on SWP, IOES, electrical safe work and heavy equipment 5. Procedure Use Policy, update / redline 2 PuPs, demonstrate usage in field for non-routine tasks 6. Support Machinery Risk Assessment gap closure 7. Housekeeping & dry slab focus, positive feedback from weekly checks 8. Protectively enter and take action to resolve hazard observations, target 6 with high quality follow up 9. CTT tasks completed in OPD and paper records maintained 10. Diamond learning and MOC R&U up to date	

	Dow Goal	Comments
Run A winning & Inclusive Finishing Team	1. Enable the team around you, set up the next shift for success. Help take ownership of the Elastomers area 2. Commit to high quality handovers every shift 3. Identify opportunities to support or mentor colleagues to assist knowledge sharing 4. Diversity & Inclusion: support ERG activities on site	
Earn the growth, be agile and lead the site cultural change	1. Increase ownership & accountability at all level 2. Management System Health scorecard; CCT task compliance 3. Look for opportunities to support project implementation 4. Optimize TES <-> Operation teamwork <-> Supply Chain Operation 5. Innovation & Industry 4.0, help identify work process improvements / innovation ideas.	

	Dow Goal	Comments
Reliable and Customer Preferred Supplier	1. Sustain Finishing reliability performance, finishing PSR Goal 2020 – 91.6% 2. Proactively enter and take action to resolve problem reports, demonstrate good troubleshooting ahead of escalating problems to improve resolution time 3. W205 BDM's 6/6, managing breaks around production CTM355, contribute towards optimization efforts 4. W115 Turnaround time on W115 BDM mixers <2h15m and W115 tilts <30m Take action to resolve issues known to cause quality issues, i.e O2 trips 5. Improve customer experience, provide best in class quality AT ALL LEVEL 6. Look for a clear example to show proactive work to resolve a reliability issue or quality issue before an event occurs. Personal reliability / quality goal.	

	Dow Goal	Comments
Run A winning & Inclusive Finishing Team	1. Enable the team around you, set up the next shift for success. Help take ownership of the Elastomers area 2. Commit to high quality handovers every shift 3. Identify opportunities to support or mentor colleagues to assist knowledge sharing 4. Diversity & Inclusion: support ERG activities on site	
Earn the growth, be agile and lead the site cultural change	1. Increase ownership & accountability at all level 2. Management System Health scorecard; CCT task compliance 3. Look for opportunities to support project implementation 4. Optimize TES <-> Operation teamwork <-> Supply Chain Operation 5. Innovation & Industry 4.0, help identify work process improvements / innovation ideas.	

	Dow Goal	Comments
Cost to Serve, sustainability and Productivity	1. Help take action to control costs, prevent UPEs, asset care 2. Improve stock count accuracy, no follow up actions from PDA. 3. Actively identify productivity improvement projects and engage with Continuous Improvement (CI) group. Be part of one continuous improvement project. 4. Support first line maintenance program, identify opportunities to use skill set or develop tasks for operator tools use	
Personal Goals		-

Action plans

Action plan agreed to develop employee and/or the job

Include any training or counselling requirements

Career development – possible steps in career development and action plan: job and development objectives – time scale.

Doc.4



Review for Associates

Associate Name:

Associate Job title:

Department:

Length of time in post:

Associate Line Manager Name:

Purpose of the Appraisal Meeting

To enable you to discuss, with your manager, your job performance and your future. The discussion should aim at a clearer understanding of:

- (a) The main scope and purpose of your job
 - (b) Agreements on your objectives and tasks
 - (c) Standards or targets for measuring your performance
 - (d) Your training and future prospects
- You prepare for the meeting and discussion by completing this form and taking along to the appraisal meeting with your line manager.
 - You will be given the opportunity to read the appraisal form prepared by your manager; you will be able to add your comments, and sign the appraisal form.

Self appraisal

1. Circle appropriate answers, and comment below

Do you understand all the requirements of your job? ☐ Yes ☐ No

Do you have feel you have regular contact with your line manager to discuss your performance? ☐ Yes ☐ No

From: Rees, Jessica
Sent: 26 August 2021 12:08
To: AGulwellJones@dow.com; Lamb, Dominic (D) <dominic.lamb@dow.com>
Cc: James Jones <James.Jones@adecco.co.uk>
Subject: Performance discussion held 19.08.2021

Just to summarise the notes I took last week in the performance chat between you both.

Adam stated he does hit his numbers but also does other things which he feels John (Lead Op) doesn't acknowledge. He feels he hits numbers consistently doesn't want to rush around doing last minute bits towards the end of shifts. He also said that John doesn't communicate well, and that if he had any issues he should have spoken to him rather than having the conversation with James and Dom.

Dom has arranged for Adam, himself and John to have a meeting to clear the air.

If you wish to discuss further please do not hesitate to contact myself or James,

Thanks
Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850
E jessica.rees@Adecco.co.uk

Doc.7

[Company e.g. Adecco UK Ltd
Address
Address
Address
Tel no
Email

Private and Confidential

Name
Address
Address
Postcode

[Date]

Dear [Name]

I write to confirm our discussion on [date]

I explained the concerns we / the client have regarding your [performance / conduct].

In our meeting we discussed [outline main discussion points and any defence presented by the Employee].

I explained that moving forward we expect to see an improvement in your [performance, attendance, conduct] and [insert any details relevant].

To support you in making this improvement it has been agreed that [confirm any support or training that has been agreed].

OR

We asked if you required any support to make the necessary improvement however you said this was not required. Should this change please advise me as soon as possible.

Finally, I hope this will not be necessary, but should the improvements not be made this could lead to our Disciplinary Policy being applied and a disciplinary sanction being issued.

Yours sincerely

Doc.8

Guidance

Equality Act 2010: guidance

Information and guidance on the Equality Act 2010, including age discrimination and public sector Equality Duty.

From: [Government Equalities Office](#) and [Equality and Human Rights Commission](#)

Published 27 February 2013

Last updated 16 June 2015 — [See all updates](#)

Contents

- [Overview](#)
- [Discrimination: making a complaint](#)
- [Equality Act provisions: commencement dates](#)
- [Age discrimination](#)
- [Public sector Equality Duty](#)
- [Equalities Act 2010: legislation](#)
- [Guidance on the Equality Act](#)

 [Print this page](#)

Related content

[Easy Read: The Equality Act - making equality real](#)

[Equality Act 2010: how it might affect you](#)

[Equality Act 2010: Schedule 19 \(consolidated\) - April 2011](#)

[Equality and diversity policy](#)

[Diversity and inclusion strategy 2018 to 2025](#)

Doc.9

Code of Practice 1

Code of Practice on disciplinary and grievance procedures

Published 11 March 2015

Contents

[Foreword](#)

[Legal decision affecting section 6](#)

[The Code of Practice](#)

[Discipline: Keys to handling disciplinary issues in the workplace](#)

[Grievance: Keys to handling grievances in the workplace](#)

Foreword

The Acas statutory Code of Practice on discipline and grievance procedures is set out in paragraphs 1 to 47 below. It provides basic practical guidance to employers, employees and their representatives and sets out principles for handling disciplinary and grievance situations in the workplace.

The Code does not apply to dismissals due to redundancy or the non-renewal of fixed-term contracts on their expiry. [See advice on redundancy](#).

The Code is issued under section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992 and was laid before both Houses of Parliament on 16 January 2015. It comes into effect by order of the Secretary of State on 11 March 2015 and replaces the Code issued in 2009.

A failure to follow the Code does not, in itself, make a person or organisation liable to proceedings

Doc.10

From: Vicky Cole <Vicky.Cole@adecco.co.uk>

Date: 10 Sept 2021 at 09:11:45 BST

To: Jessica Rees jessica.rees@adecco.co.uk

Subject: Performance improvement

Good Morning

I can confirm that Jess completes the process of performance management including 12 week reviews, annual appraisals, performance improvement plans. Jess has assisted many line manager with managing and improving performance and is the feedback is always excellent.

Kind regards

Vicky

Vicky Cole

Account Director – Adecco Workforce Solutions

UK & Ireland

M +44 (0) 7850 150547

E vicky.cole@adecco.co.uk

10 Bishop Square, London E1 6EG

<image002.png>

LO2 - Be able to support line managers to deliver performance management activities within the organisation.

Types of support required by line managers in regard to performance management include providing information, advice, training, documentation, organising performance meetings, administration support, keeping records, holding performance reviews, setting objectives, identifying training and development needs. HR Magazine (2020) recommends HR support line managers by offering continuous professional development through training, support and mentoring, and providing clarity about what good line management skills and behaviours look like such as reviewing and guiding, delivering feedback well and empowerment.

I support line managers to deliver performance management activities within our organisation by providing administration and organisation support, I book the 12 week review for new starters, the annual appraisals and the performance improvement plans into the diaries and provide the required documentation on an attachment for them ready for completion. (Doc.11)

I provide them with information and advice, they often come to me to discuss performance issues for employees and from this I set up performance improvement plans with the employee, the line manager and myself. At the meeting I offer support and guidance to both the employee and line manager whilst they discuss the performance issue, and then between us we come up with a way to move forward by setting expectations and objectives for the employee. I take notes during the meeting (Doc.12) and email the employee and line manager afterwards to summarise the conversation and book in the next review, and add a copy of this e-mail to the employee file (Doc.13)

I review the performance appraisal documents and the 12 week review documents to check for any patterns and similarities of things employees are falling short on, notes from these reviews attached (Doc.14). I then hold meetings with line managers to feed this back.

I manage the annual appraisal process each March and April, by checking our headcount document for all employees start dates (Doc.15) and from that creating a list of those that have worked the full year. After the list is created, I book the meetings in the Calendars of the employee and the line manager, attaching the employee appraisal document and the line manager appraisal document (Doc.16) both bring to the meeting, and we review together. The outcome of the annual appraisal is linked to pay increases, so myself and the line manager decide if the overall result of the appraisal is exceed, met, or not met. Names of employees who achieved the exceed and met are sent across to Dow HR (Doc.17) who review the information and come back to us with a percentage increase amount for each person. Those that receive not met outcomes are put on a performance whereby I schedule in a meeting every shift cycle (6 weeks) so that I can meet with the employee and line manager, and we can review the individual's performance, any

training and/or development needed, set objectives and review them. See Calendar screenshot of one due next week (Doc.18) We then decide how soon these need reviewing afterwards and continue to review until the performance issue is resolved. I take notes during these meeting and send the employee an email confirming the conversation and the requirements ready for the next meeting, the line manager is also copied in on this. Example attached (Doc.19). I have provided email confirmation from a line manager that I support often who confirms my support is effective and met requirements. (Doc.20)

560

Doc.11

12 week review - Meeting

File Meeting Scheduling Assistant Insert Format Text Review Help Tell me what you want to do

Attach File Signature Table Pictures Screenshot Link Quick Parts WordArt

These recipients are outside your organization: Lamb, Dominic (D) RBiddiscombe@dow.com

You haven't sent this meeting invitation yet.

Send

Title 12 week review

Required Lamb, Dominic (D) <dominic.lamb@dow.com>; RBiddiscombe@dow.com

Optional

Start time Wed 29/09/2021 15:00 All day Time zones

End time Wed 29/09/2021 16:00 Make Recurring

Location Room Finder

12 week review for completion by Adecco employee.doc 199 KB

Adecco 12 week review for hiring manager.doc 218 KB

Hi Dominic / Rhodri

Rhodri's 12 week review has been booked in for Weds 19th at 3pm. Rhodri if you can complete the first document attached – 12 week review for completion by Adecco employee.

Dominic, please complete the second document – 12 week review for hiring manager.

Please can you both email the documents back to me prior to the meeting or bring along.

Memo: Shared Folder Calendar - Jessica.REES@adecco.co.uk

Peters, Sally
Jess I have to run out
pick up - I'll try you

Doc.12

Notes from meeting held with Adam Gullwell and Dominic Lamb 02/09/2021

Dom told Adam that he had asked all lead ops for general feedback and showed an example of where John had placed him vs what Adams thoughts were. He said he felt that even though Adam is hitting his numbers and doing his job, there is a perception of him not actually being seen as doing more, and looking like he's not hitting his full potential.

Adam stated he does hit his numbers but also does other things which he feels John (Lead Op) doesn't acknowledge. He feels he hits numbers consistently doesn't want to rush around doing last minute bits towards the end of shifts. He also said that John doesn't communicate well, and that if he had any issues he should have spoken to him rather than having the conversation with James and Dom.

Dom has arranged for Adam, himself and John to have a meeting to clear the air.

Doc.13

From: Rees, Jessica
Sent: 26 August 2021 12:08
To: AGulwellJones@dow.com; Lamb, Dominic (D) <dominic.lamb@dow.com>
Cc: James Jones <James.Jones@adecco.co.uk>
Subject: Performance discussion held 19.08.2021

Hi Both

Just to summarise the notes I took last week in the performance chat between you both.

Dom told Adam that he had asked all lead ops for general feedback and showed an example of where John had placed him vs what Adams thoughts were. He said he felt that even though Adam is hitting his numbers and doing his job, there is a perception of him not actually being seen as doing more, and looking like he's not hitting his full potential.

Adam stated he does hit his numbers but also does other things which he feels John (Lead Op) doesn't acknowledge. He feels he hits numbers consistently doesn't want to rush around doing last minute bits towards the end of shifts. He also said that John doesn't communicate well, and that if he had any issues he should have spoken to him rather than having the conversation with James and Dom.

Dom has arranged for Adam, himself and John to have a meeting to clear the air.

If you wish to discuss further please do not hesitate to contact myself or James,

Thanks
Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850
E jessica.rees@Adecco.co.uk

Doc.14

3 month review of 12 week review documents 02/07/2021

Patterns and similarities in feedback.

Lead operator not fully understanding all duties completed by operators and the time it takes to complete each activity.

Insufficient training on barwell machine

A lot of time spent training on basics machine which can get monotonous.

Doc.15

	A	B	C	D
1	First Name	Surname	Start Date	
2	PAUL	ADAMS	14/08/2017	
3	EMMA	BARLOW	29/06/2015	
4	JULIUS	BENSON	26/04/2017	
5	RHODRI	BIDDISCOMBE	05/10/2020	
6	LYNDON	CANTY	22/02/2010	
7	CERI	CARTER	01/08/2017	
8	LLOYD	CARTER	12/09/2016	
9	DAVID	CASELL	13/08/2018	
10	PAUL	CAULFIELD	14/08/2017	
11	RHYS	COLLIER	10/02/2021	
12	GILLIAN	CHORLEY	31/03/2021	
13	RYAN	DAVIES	09/11/2020	
14	MICHAEL	DICKINSON	10/05/2021	
15	NICHOLAS	FOX	04/04/2011	
16	CICELY	GILES	12/04/2021	
17	ADAM	GINTOWT	17/05/2021	
18	MARK	GOULDING	28/08/2012	
19	ADAM	GULWELL-JONES	11/09/2017	
20	GAVIN	HAZLEWOOD	25/09/2013	
21	PETER	HIBBERD	19/08/2013	
22	LEON	HOLLAND	12/04/2021	
23	TRACEY	HOUGHTON	28/06/2021	

Doc.16

	A	B	C	D	E
	First Name	Surname	Start Date	Outcome	
2	PAUL	ADAMS	14/08/2017	MET	
3	EMMA	BARLOW	29/06/2015	EXCEED	
4	JULIUS	BENSON	26/04/2017	MET	
5	RHODRI	BIDDISCOMBE	05/10/2020	MET	
6	LYNDON	CANTY	22/02/2010	MET	
7	CERI	CARTER	01/08/2017	MET	
8	LLOYD	CARTER	12/09/2016	EXCEED	
9	DAVID	CASELL	13/08/2018	NOT MET	
0	PAUL	CAULFIELD	14/08/2017	EXCEED	
1	RHYS	COLLIER	10/02/2021	MET	
2	GILLIAN	CHORLEY	31/03/2021	MET	
3	RYAN	DAVIES	09/11/2020	MET	
4	MICHAEL	DICKINSON	10/05/2021	MET	
5	NICHOLAS	FOX	04/04/2011	MET	
6	CICELY	GILES	12/04/2021	EXCEED	
7	ADAM	GINTOWT	17/05/2021	MET	
8	MARK	GOULDING	28/08/2012	MET	
9	ADAM	GULWELL-JONES	11/09/2017	MET	
0	GAVIN	HAZLEWOOD	25/09/2013	EXCEED	
1	PETER	HIBBERD	19/08/2013	EXCEED	
2	LEON	HOLLAND	12/04/2021	MET	
3	TRACEY	HOUGHTON	28/06/2021	NOT MET	

Doc.18

Performance Improvement Meeting - Meeting

File Meeting Scheduling Assistant Tracking Insert Format Text Review Help Tell me what you want to do

Skype Meeting Teams Meeting Busy 15 minutes

The following recipient is outside your organization: MGoulding@dow.com

No responses have been received for this meeting.

Send Update

Title Performance Improvement Meeting

Required MGoulding@dow.com

Optional

Start time Tue 21/09/2021 11:30 All day Time zones

End time Tue 21/09/2021 12:00 Make Recurring

Location Adecco site office Room Finder

Doc.19

From: Rees, Jessica
Sent: 26 August 2021 12:08
To: AGulwellJones@dow.com; Lamb, Dominic (D) <dominic.lamb@dow.com>
Cc: James Jones <James.Jones@adecco.co.uk>
Subject: Performance discussion held 19.08.2021

Hi Both

Just to summarise the notes I took last week in the performance chat between you both.

Dom told Adam that he had asked all lead ops for general feedback and showed an example of where John had placed him vs what Adams thoughts were. He said he felt that even though Adam is hitting his numbers and doing his job, there is a perception of him not actually being seen as doing more, and looking like he's not hitting his full potential.

Adam stated he does hit his numbers but also does other things which he feels John (Lead Op) doesn't acknowledge. He feels he hits numbers consistently doesn't want to rush around doing last minute bits towards the end of shifts. He also said that John doesn't communicate well, and that if he had any issues he should have spoken to him rather than having the conversation with James and Dom.

Dom has arranged for Adam, himself and John to have a meeting to clear the air.

If you wish to discuss further please do not hesitate to contact myself or James,

Thanks
Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850
E jessica.rees@adecco.co.uk

Doc.20

From: Lamb, Dominic (D) <dominic.lamb@dow.com>
Sent: 13 September 2021 08:19
To: Rees, Jessica <Jessica.REES@adecco.co.uk>; James Jones <James.Jones@adecco.co.uk>
Subject: Performance Management Activities

Good Morning

I can confirm that Jess regularly supports me as a line manager with performance management activities.

Her support and advice is effective and much appreciated.

Thanks

Dominic Lamb
Elastomers Operations Leader

Dow Silicones UK Limited
Dow Silicones UK Limited, Cardiff Road, Barry, CF63 2YL
phone: +44 (0)1446 72 3205 | email: dominic.lamb@dow.com
mobile: +44 (0)7766 473149

LO3 - Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

I arranged a meeting with my line manager Vicky Cole to discuss our current approach to performance management, notes provided (Doc.21)

An evaluation of our current performance management practices included no inclusion of performance management in the induction - this is purely health and safety based. A system where new starters are buddied up with permanent employees and given verbal instruction and training by them and line managers on the job, followed by a 12-week review between me, the employee and line manager including documentation. An annual appraisal system linked to pay. A performance improvement plan for those that do not perform to the level required.

From an assessment I have made of high-performance working findings are that research shows that holding reviews annually limits by holding employees

accountable for what they did last year, at the expense of improving performance now and in the future (Harvard Business Review, 2016) In regard to linking appraisals to pay increases it also shows as soon as the employee suspects their appraisal result form decision on pay the likelihood of an open and honest conversation is unlikely. Employees have more of a drive to do things because they matter, not for financial reward (Dan Pink, 2013). Strategic team and individual goals need to be lived and breathed (Gallup 2020). Employees need to have a positive experience, with organisations listening to their views give some autonomy on how when and where they work. (Holbeche 2005 cited in Taylor & Woodhams 2016). The most successful fastest growing companies use the best practice bundle (Jeffery Pfeffer 1994,1998 cited in Taylor Woodhams, 2016) consisting of Sophisticated recruitment and selection practices, high investment in development and training, performance related pay, Internal promotion systems, team based approach, fair grievance procedures, employee participation decision making to form organisation policy and practice, Information sharing , an effective performance appraisal system, flexible working, high job security, provision of good work life balance and Harmonisation of terms & conditions of employment (Bosie et al 2005; Satta et al 2005, Marchington and Wilkinson 2012 cited in Taylor Woodhams, 2016)

From the assessment made I believe that changes are needed to our approach to incorporate more of the best practice bundle and therefore I recommend we focus on giving employees a positive experience, listening to their views and for example we could offer a similar opportunity to Google who empowers employees by encouraging them to use 20% of their work time on projects that interest them, resulting in happier employees and good project results (Business Insider, 2017) Regular touch point performance discussions will also allow us to identify relevant training and development opportunities be that remotely or onsite. By giving regular feedback and reviewing against objectives with recognition and reward for achieving goals we can improve performance considerably (CIPD,2020).

Strategic team and individual goals have unfortunately become 'set and forget' We need to move away from annual goals set by manager to agile collaborative goals that morph as conditions change. Move from infrequent feedback and recognition based on annual performance, to ongoing conversations and timely recognition. From annual performance review to quarterly progress reviews with incentives. (Gallup, 2020)

We also identified that as an organization we don't promote or review team goals, and therefore a team performance review would be beneficial to help define what's important to the team and promote shared ownership of performance. (Quantum workplace, 2021)

Our induction process also needs an overhaul as it currently only covers health and safety. This is the new employees first impression of the organization and according to CIPD (2020a) has a significant impact on job satisfaction and their integration into the team. The CIPD (2020a) advises induction should include key information such as organizational strategy, employer brand and values and role specific information on role requirements, introduction to the team and ways of working and a demonstration of how the employee fits into the team, and how their role fits with the

overall strategy and goals. It should also include learning and development including internal courses available, development opportunities, personal development plans and career management. By employees having clear intended goals and knowing how their performance is managed against them, it allows them to make better day to day decisions at work and become committed to the organisations goals, if they know what the collective objective is, they can adapt their own contribution to it accordingly and they feel more of a bond and commitment to the organisation If they fit in (Effectory, 2019)

More training is required for line managers to understand the importance and be equipped to effectively manage performance. They reinforce the link between organisational and individual objectives and engage employees. They need the skills to set suitable goals that are agile and are clear about expectations (IES,2019) and give employees feedback that holds them to account but also motivates them and helps them to improve (CIPD, 2020) They need to recognise individuals, understanding individual differences, and give people credit for good performance (IES,2019) We need to build a culture of feedback and individual growth which starts with leadership, role modelling the right behaviours and managers are having quality conversations that have an impact and inspire people to achieve their goals. (HR Magazine,2016) HR need to ensure line managers have the skills to do this.

Wordcount: 882.

Meeting held 19.08.2021 Jessica Rees-Evans and Vicky Cole to discuss our current approach to performance management and whether or not changes are required:

Current approach consists of:

12 week review

Annual appraisal

Manager highlighting issues with performance triggering performance improvement plan.

Research shows that holding reviews annually limits by holding employees accountable for what they did last year, at the expense of improving performance now and in the future (Harvard Business Review, 2016) In regard to linking appraisals to pay increases it also shows as soon as the employee suspects their appraisal result form decision on pay the likelihood of an open and honest conversation is unlikely. Employees have more of a drive to do things because they matter, not for financial reward (Dan Pink, 2013)

Strategic team and individual goals have unfortunately become 'set and forget' We need to move away from annual goals set by manager to agile collaborative goals that morph as conditions change. Move from infrequent feedback and recognition based on annual performance, to ongoing conversations and timely recognition. From annual performance review to quarterly progress reviews with incentives. (Gallup, 2020)

We need to give employees a positive experience, listen to their views and give some autonomy on how when and where they work. (Holbeche 2005 cited in Taylor & Woodhams 2016) For example we could offer a similar opportunity to Google who empowers employees by encouraging them to use 20% of their work time on projects that interest them, resulting in happier employees and good project results (Business Insider, 2017) These regular touch point performance discussions will also allow us to identify relevant training and development opportunities be that remotely or onsite. By giving regular feedback and reviewing against objectives with recognition and reward for achieving goals we can improve performance considerably (CIPD,2020).

We also identified that as an organization we don't promote or review team goals, and therefore a team performance review would be beneficial to help define what's important to the team and promote shared ownership of performance. (Quantum workplace, 2021)

References

ACAS (2015) *Acas Code of Practice on disciplinary and grievance procedures*. www.acas.org.uk

Business inSIDER (2017) *The best things about working for Google, according to employees*. www.Businessinsider.com

CIPD (2020a) *Induction*. London: Chartered Institute of Personnel and Development.

CIPD (2020) *Performance management: an introduction*. London: Chartered Institute of Personnel and Development.

Dan Pink (2013) *The Motivation Puzzle*. TED. Accessed via <https://www.youtube.com/watch?v=rrkrvAUbU9Y>

Effectory (2019) *How to increase employee commitment*. Accessed via <https://www.effectory.com/knowledge/how-to-increase-employee-commitment/>

Gallup (2020) *Performance Management Must Evolve to Survive COVID-19*. www.gallup.com

Harvard Business Review (2016) *The Performance Management Revolution - The focus is shifting from accountability to learning*. www.hbr.org

HR Magazine (2019) *Getting performance management right* www.hrmagazine.com

HR Magazine (2020) *Line managers need better support*. www.hrmagazine.com

Taylor and Woodhams (2016) *Human Resource Management: People and Organisations*. London: Chartered Institute of Personnel and Development.

The Equality Act (2010) *Equality Act 2010: guidance*. www.gov.uk/guidance/equality-act-2010-guidance.

Quantum workplace (2021) *What is a Performance Review [Definition]: Types of Performance Reviews*. www.Quantumworkplace.com