

Using a Research Approach in Human Resources

Contributing to Employee Engagement

Name: Sarah Cosker

Student Number: 1905443

CIPD Membership Number: 53581196

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: *SL Cosker*

Date: 17.02.2021

Contents	Page
Evidence Matrix	3 - 4
Personal statement for learning outcomes 1-3	5 – 9
Reference	10 - 11
Evidence	12 - 37

Evidence Matrix

Name: Sarah Cosker			
Unit: Contributing to Employee Engagement		Unit Code: 5AEEG	
Student Number: 1905443		CIPD Membership: 53581196	
Assessment criteria no.	Evidence reference number	Evidence description	Page
LO1	EV1	Email response from Head of OD - authorisation to complete Employee engagement survey	12
LO1	EV2	Survey results - Departmental split of total overall organisational employees	13
LO1	EV3	Survey results - Total Employee participants by department	14
LO1	EV4	Survey results - What is your current job level?	14
LO1	EV5	Survey results - Are you Office or Community based?	14
LO1	EV6	Survey results – Have you used the “Speak in Confidence” tool ?	14
LO1	EV7	Survey results – Do you read the Advisor ?	14
LO1	EV8	Survey results – Do you feel employees receive effective communication about the changes in Policies and Procedures?	14
LO1	EV9	Survey results – How would you rate the MADD goals process?	14
LO1	EV10	Survey results – How often do you have 1-2-1’s with your manager?	14
LO1	EV11	Survey results – Do you feel comfortable being open and honest with your manager?	15
LO1	EV12	Survey results – Do you receive constructive feedback from your manager?	15
LO1	EV13	Survey results – How would you describe your relationship with your manager?	15
LO1	EV14	Survey results – Do you feel your manager includes you in decision making ?	15
LO1	EV15	Survey results – Is there a strong feeling of teamwork in your immediate team ?	15
LO1	EV16	Survey results – Is there a strong feeling of teamwork and participation in the overall organisation?	15
LO1	EV17	Survey results – Overall – How do you rate communications within Tai Tarian ?	15
LO1	EV18	Survey results - Written comments/ feedback in relation to Speak in confidence tool	16

LO1	EV19	Survey results - Written comments/ feedback from free speech box	16
LO1	EV20	Survey results – if you are a manager.... Do you feel you have the appropriate tools to support your team?	17
LO1	EV21	Survey results – if you are a manager.... Would you like more manager training to support your team ?	17
LO1	EV22	Survey results - Written comments/ feedback from Managers free speech box – If you did not answer “Always” to questions 19 & 20 please give detail below	17
LO2	EV23	Graph – Tai Tarian Absence rate compared to the CHC	18
LO2	EV24	Graph – Tai Tarian Attrition rates compared to the CHC	18
LO2	EV25	Graph - Disciplinary cases by year compared to Introduction of Employee Voice Mechanisms	18
LO2	EV26	Example 1 of Senior management communications	19
LO2	EV27	Example 2 of Senior management communications	20
LO2	EV28	Example of the weekly newsletter “advisor”	22
LO2	EV29	Email to new starters about induction	24
LO3	EV30	Tai Tarian Leadership 5-3-5 management training	26
LO3	EV31	Tai Tarian Behaviours framework	28
LO3	EV32	CIPD ten top tips for managing remote teams	35
LO3	EV33	CIPD ten top tips for effective online meetings	36
LO3	EV34	CIPD ten top tips for working remotely	37

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:

SL Cosker

Date:

17.02.2021

Personal statement for learning outcomes 1-3

Word count: 2463

To investigate the engagement within Tai Tarian I devised and implemented an employee engagement survey to gain understanding, I gained authorisation to complete this from the Head of organisational development (EV1). This was sent out to all staff at the organisation and consisted with a total of 98 out of 517 employees participating, totalling 18.96% of total staff (EV2).

The participants were from all departments (EV3) and made up of 49% of Administrator / Groundworker, in comparison to 30% of Team Leader / Inspector, 17% of middle management and 4% of senior management (EV4), with both office and community-based roles (EV5).

Employee Voice is said to be a fundamental part of organisation with high engagement, the weekly advisor is the most used communication tool for Senior Management to inform employees of key changes, so the results that 57% always read the contents are encouraging, but the 36% sometimes and 7% Never read, show that key messages may be being missed (EV7). This could be the reason that only 25% of employees feel that they receive effective communication about changes to Policies and Procedures (EV8), maybe they have missed communications by not reading or it may suggest that that the communication via this method is not effective for changes in Policy and Procedure.

Results of the 2013 Harvard Business Review on employee engagement survey revealed *“that 70% of people surveyed say that they are most engaged when senior leadership continually updates and communicates company strategy”* (hbr.org,2013). This is said to make employees *“feel part of the bigger picture, working towards a collective end goal”* (hbr.org,2013).

Most messages from the Chief Executive and Senior Management Team are passed on by the Communication team, either via the advisor (EV?) or through email (EV??) which I feel may not have the same impact if they had come directly . I feel these would benefit from being sent directly, especially from the chief executive to employees, which would make the message more personalised and meaning full, also showing strong leadership and guidance in these unprecedented times, which is what an organisation needs in times of uncertainty (Forbes,2020).

The organisation has *“Speak in Confidence”* which is a virtual tool used as a confidential, suggestion box. Barber (2019) states these are *“rarely productive”*, which is shown with 78% of participants who took part in the engagement survey confirmed they had never used this facility . When asked *“why”*, the comments ranged from *“Never needed too”*, *“didn’t know about it”*, *“Not confidential”* and *“pointless using it as nothing changes if you do”* indicating that it may have been developed as a tick box exercise, which *“will breed cynicism and distrust”* (ipa-involve.com, 2019) having more of a detrimental effect than not having employee voice mechanisms at all, factors such as this may cause disengagement (CIPD, 2013).

The Making a Difference Dialogue (MADD goals) is Tai Tarian’s Performance Management Tool, a suitable performance management system is said to contribute to higher employee engagement. 87% of participants rate the MADD system as either excellent, good or fair, giving a positive outlook on the system, although there is a small percentage of 13% that state the system is poor or very poor (EV9). 16%

of the participants state they have 1-2-1's every 6 to 12 months (EV10), Rushmore (2017), suggests this length of time between each is not fit for purpose. More frequent meetings such as on a monthly basis, can add value and more meaning to meetings, as they are timelier in response to achievements or issues (Rushmore,2017). 4% of participants state they never have 1-2-1's(EV10), 18% never feel comfortable being open and honest with their manager (EV11) and 8% never receive constructive feedback from their manager (EV12), 11% describe their relationship with their manager as very poor or poor (EV13). These statistics may link with why 13% of participants state the performance management system (MADD goals process) is poor or very poor(EV9).

There were two specific questions for managers, along with the option to comment in a free text box, 50 out of the 98 participants were management. From these the results showed that 24 managers feel they always have the appropriate tools/training to support their team showing positivity but a high number of 17 only sometimes feel they do have the appropriate tools/training, with 7 not sure, 2 never feel they do. The results suggest that there is an issue amongst managers , feeling unsupported and unable to do their jobs as well as they can (EV20). This is shown again, with nearly double the number of managers stating they would like more manager training to support their teams with 33 managers wanting more comparing to only 17 who do not (EV21).

Out of 50 managers, 13 left comments which vary, but the general theme from them suggests that there has not been any manager training for a while, with nothing provide for recent / new managers, along with a need to provide specific guidance on supporting and engaging teams whilst working remotely in the current pandemic and going forward (EV22).

Considering the specific questions for managers and their comments, there is a clear need for training and support - If managers feel they do not have adequate training, tools, and support to give their teams this will undoubtedly affect their capabilities to manage their teams successfully.

The survey results revelled that participants feel that there is always 48% of strong teamwork in their immediate team (EV15), in comparison 22% feel that there is always a strong feeling of teamwork in the organisation as a whole (EV16). This suggests a disjoint between immediate teams and other departments, suggesting that departments may not talk to each other causing frustration.

Feedback from the survey included *"I am frustrated by how information is communicated throughout the organisation, the slow pace of change and the disparity between different areas of the organisation"* along with *"Communication and planning are very poor"*, *"frustrations are echoed through staff surrounding pace of change and communication"* and *"expectations change without structure"*(EV19).

Just over half (54%) of participants rate the Overall communication throughout the organisation as Excellent or good, with 37% rating as fair, 9% as poor or very poor (EV17). Along with results previously discussed, this suggests that there are some employees who are disengaged within Tai Tarian.

Barber(2019) states *"A disengaged workforce that lacks a proper mechanism for meaningful dialogue will instead exacerbate those pressures as they look for means to vent the frustrations that they have no legitimate means to express"*.

When using any type of survey, it should be acknowledged that the results may also be relative to the day an employee has taken the survey, for example, they may be completing a particular task they are not engaged with on that day or have some issues at home or work which may be causing some stress, of

which may result in lower engagement scores. Employees may also feel that they need to complete surveys with more positivity than they are feeling not to face any backlash from management, which will not give realistic results (Johns and Ellis, 2016).

As confirmed by the Involvement & Participation Association (IPA), there is a link between high absence rate, high turnover, and lower engagement. Tai Tarian's rolling 12-month absence rate (EV23) with a comparison to data produced by the Community Housing Cymru statistics (chcymru.org.uk, 2019), which we currently benchmark against suggest this is not an issue, but this is contradicted by the turnover rate as is generally above that of the CHC's (EV24). This may indicate that there is disengagement, and the lower absence rate may be due to presenteeism rather than positive effects higher engagement. The CIPD (2020) has reported that *"Presenteeism, or people coming into work when they are ill, has more than tripled since 2010"*, so this raises the question if this is in fact happening within the organisation when looking at the disparity of Absence / turnover and CHC comparison.

Recent research conducted Gallup claims that, "three quarters of UK workers are not engaged" (engageforsuccess.org, 2019) it is no surprise that there may be Tai Tarian employees who fall within this demographic.

The CIPD (2020) suggests that there may be a correlation in the decline of Employee Relation cases and effective employee voice mechanisms in place, which are highlighted to contribute to higher engagement. Investigation into this theory shows that since Employee Voice Mechanisms have been introduced over the past 3 years, there has also been a large decline in Employee Relation cases (EV25). This may be also be due to the re-structure and implementation of a new HR Team, where all policies, procedures and process' are being looked at and developed (again linked to higher engagement). The HR team has focused on developing key relationships across the organisation and insuring to be transparent, fair, and consistent with their approach, encouraging informal process to resolve conflict instead of pursuing punitive action, which was the organisation previous reaction to all issues, needed or not.

Research has also shown that a valuable tool for creating engagement starts at the point of employment with a clear onboarding process (Peterson, 2020). The purpose of onboarding is to get new employees involved, included and to feel happy and settled at their work, (more key points of higher engagement) (CIPD, 2019), positive onboarding experiences and higher retention figures are also linked (Peterson, 2020), just like higher retention figures and higher engagement figures (Bingham, 2016).

Up until March 2020, all new starters at Tai Tarian would meet with a member of the HR team, run through a checklist of 'Key points' and have the chance to ask any questions. A 'Corporate Induction' was then provided to all new starters, once a month, which included, breakfast with the chief executive, and then a day of PowerPoints with employees from different departments (www.taitarian.co.uk).

As it stands any new starters since March 2020 have had the 'first day' meeting with HR delivered via Zoom meetings. New starters have then been sent the slides of the Corporate inductions, along with links to all policies and procedures (EV29). As a result, I feel new starters are not getting the welcoming onboarding experience they deserve, especially in the currently circumstances where staff would be office based and therefore are now working from home. There is clear need for a revised onboarding process, which is streamlined, interesting and set for all employees to experience the same way.

The results studied from the engagement survey and data such as Tai Tarian absence, retention and ER cases shed a positive light on the organisation, but it cannot be unnoticed that data from the survey suggest that communication mechanisms may be in place, but are not being delivered effectively, with a small percentage of employees who may be disengaged (EV2 – EV25).

The results highlighting the need for manager specific training and support (EV20 – EV22) to help engage their remote working teams, especially in the current pandemic, have encouraged my decision that a strategy for improving engagement should therefore start with the people who have the most influence, with the managers (Gallup,2020).

Andriotis (2016) states *“one of the biggest causes of demotivation, however, is the relationship between managers and their teams”* investment in line manager coaching in relation to communication, listening, trust, the importance of an engaged team and how to develop an engaged team is needed. Investing in training for this will far out way the cost, with benefit of staff development and capability, in turn employees *“are more likely to go ‘beyond contract’ or that ‘extra mile’ for the organisation if managers behave in ways that stimulate and encourage positive attitudes”* (Purcell et al,2013) to work towards organisation goals and increase output and revenue (ACAS,2018) which are the outcomes of an organisation with higher engagement.

The last management training was developed and shared with managers through training in 2018, called Tai Tarian Leadership 5-3-5. Booklets were devised with a snapshot guide of the training (EV30) and were encouraged to be used, along with Tai Tarian Behaviours framework (EV31), as tools to help support all managers. Looking at the content of the Tai Tarian Leadership 5-3-5 I can see that it provided a valuable basis for line managers to work with, but upon looking I can see that since 2018 and its initial role out it has not been developed. This is said to be due to organisation priority between the end of 2018 and 2019. After this saw the pandemic and once again priority shifted away from training.

To get some content out quickly to support managers I have looked at best practice guidance for the CIPD , which includes quick guides such as *“the CIPD ten top tips for managing remote teams”* (EV32), *“The CIPD ten top tips for effective online meetings”* (EV33) and *“The CIPD ten top tips for working remotely* (EV34). I plan to develop guidance based on this to share with managers quickly. At this point I hope to then reveal details of upcoming further detailed training for managers to ensure we are providing adequate support specific to keeping up moral and engagement during the trying times of the global pandemic from coronavirus we find ourselves in.

I plan to develop this further by working together with the HR team to develop the content for further specific management training, using Tai Tarian’s Leadership 5-3-5 training as a basis (EV30). I feel this is a start, but we will also target specific managers – such as those highlighted through the performance management system as needing extra support, and those recent new to role managers in the past 12 months. Along with this the use of a survey specifically for managers will help to provide more tailored training for needs, and potentially a focus group with managers to discuss.

This experience will also develop relationships and trust by showing that the organisation is listening to its employees and acting, as results of the survey, which will gain encouragement for employees to take part in future and taking part is not futile and a tick box exercise (ipa-involve.com, 2019).

When considering barriers to this implementation I have recognised that Tai Tarian can have a “we have always done it this way” view when change is introduced (Kotter,2016). The “new normal” of the pandemic has seen the organisation become more “agile” and adaptable to change, and the more agile an organisation, the more responsive it will be to change (Cannon,2017), so I am hoping this will encourage the managers to take on board the training. There is also the shift of organisation priority due to the coronavirus pandemic, but I feel the need and the evidence provided by credible theorists and sources such as the CIPD give good standing to include in a business case to improve manager training.

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Evidence

EV1 – Email communications to Head of Organisational Development – authorisation to complete engagement survey

From: [REDACTED]
Sent: 01 December 2020 10:24
To: Sarah.cosker@taitarian.co.uk
Subject: RE: Engagement survey

Hi Sarah,

Yes – happy for you to proceed.

If you require any further help with this please let me know,

W .

[REDACTED]
Head of Organisational Development

Tai Tarian
Tŷ Gwyn
Brunel Way
Baglan Energy Park
Neath Port Talbot
SA11 2FP

Tel: 01639 505855
General enquiries – 0300 777 0000
Website – www.taitarian.co.uk



From: Sarah.cosker@taitarian.co.uk
Sent: 01 December 2020 10:24
To: [REDACTED]
Subject: Engagement survey

Hi Wanye,

Following on from our catch up this morning,

Please can you confirm you are happy for me to send the engagement survey discussed for staff to complete to support my ongoing study of my CIPD.

Many thanks

Sarah

Sarah Cosker

HR Advisor

Tai Tarian
Tŷ Gwyn
Brunel Way
Baglan Energy Park
Neath Port Talbot
SA11 2FP

Tel: 01639 506650

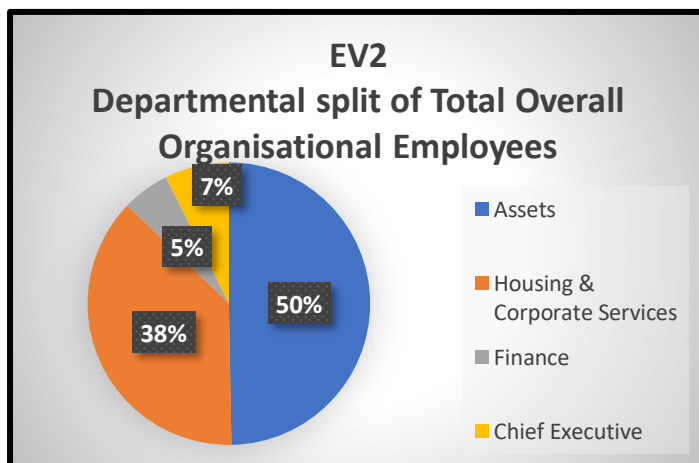
General enquiries – 0300 777 0000

Website – www.taitarian.co.uk

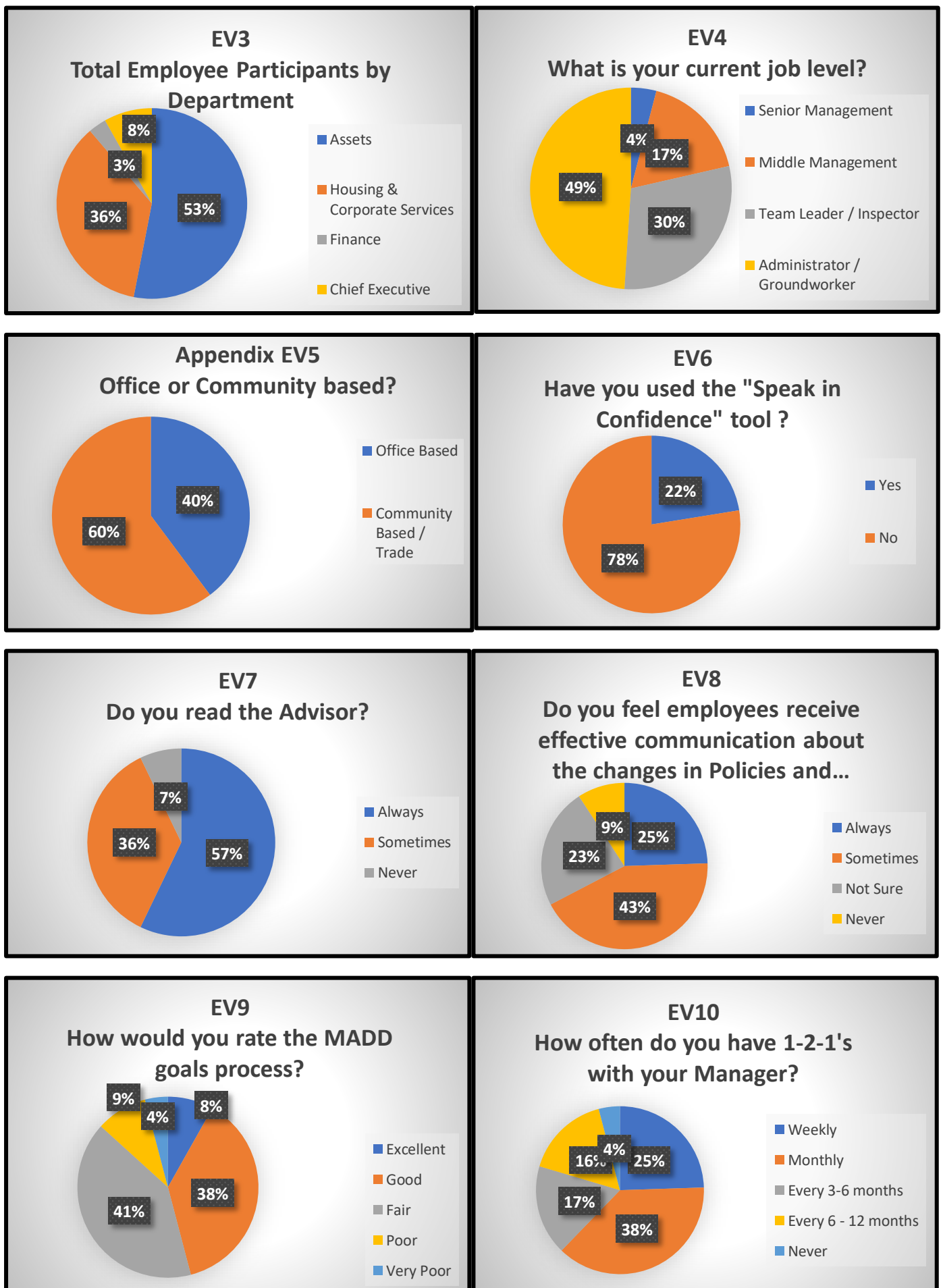


Evidence from Employee Engagement survey EV2 – EV22

Total Organisational employees by Department

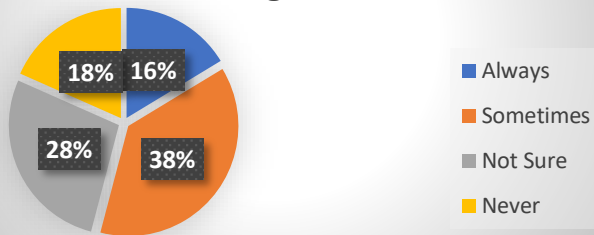


Collated Data from confidential Employee survey



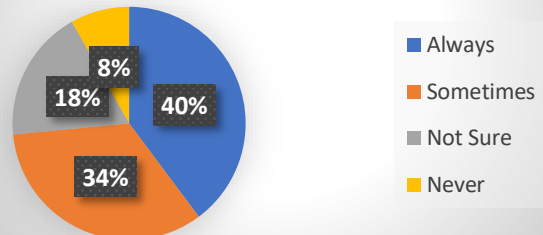
EV11

Do you feel comfortable being open and honest with your Manager?



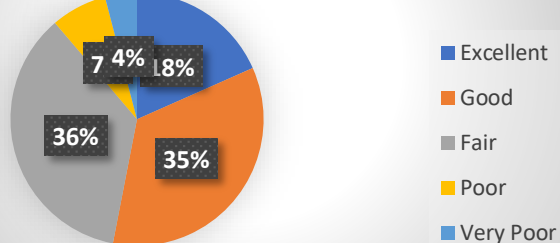
EV12

Do you receive constructive feedback from your Manager?



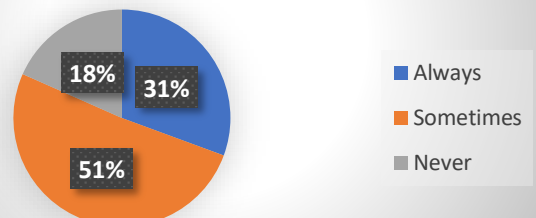
EV13

How would you describe your relationship with your Manager?



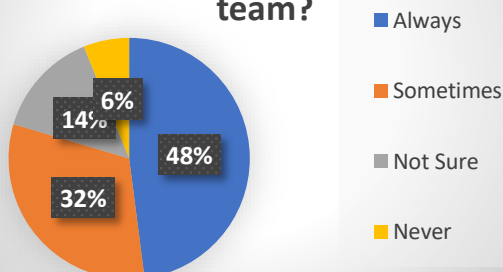
EV14

Do you feel your Manager includes you in decision making?



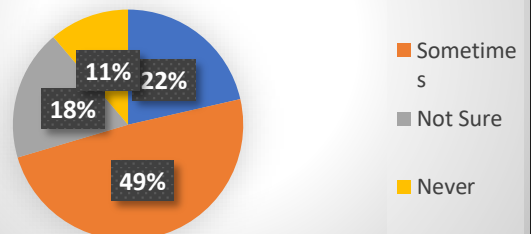
EV15

Is there a strong feeling of teamwork in your immediate team?



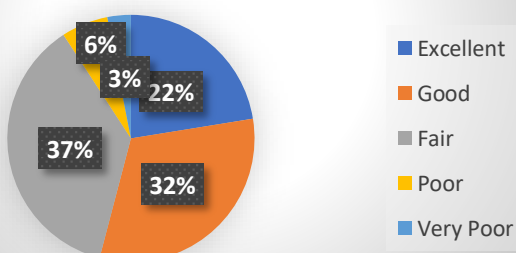
EV16

Is there is a strong feeling of teamwork and participation in the overall organisation?



EV17

Overall - How do you rate communications within Tai Tarian?



EV18

Written comments/ feedback from Survey

78 participants confirmed they do not use the Speak in confidence tool, 35 participants gave a reason.

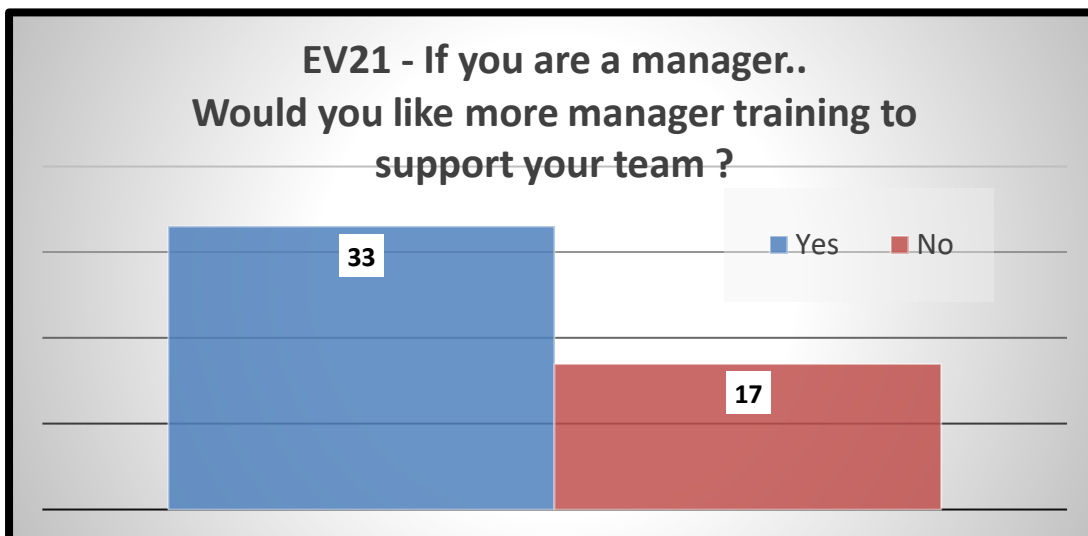
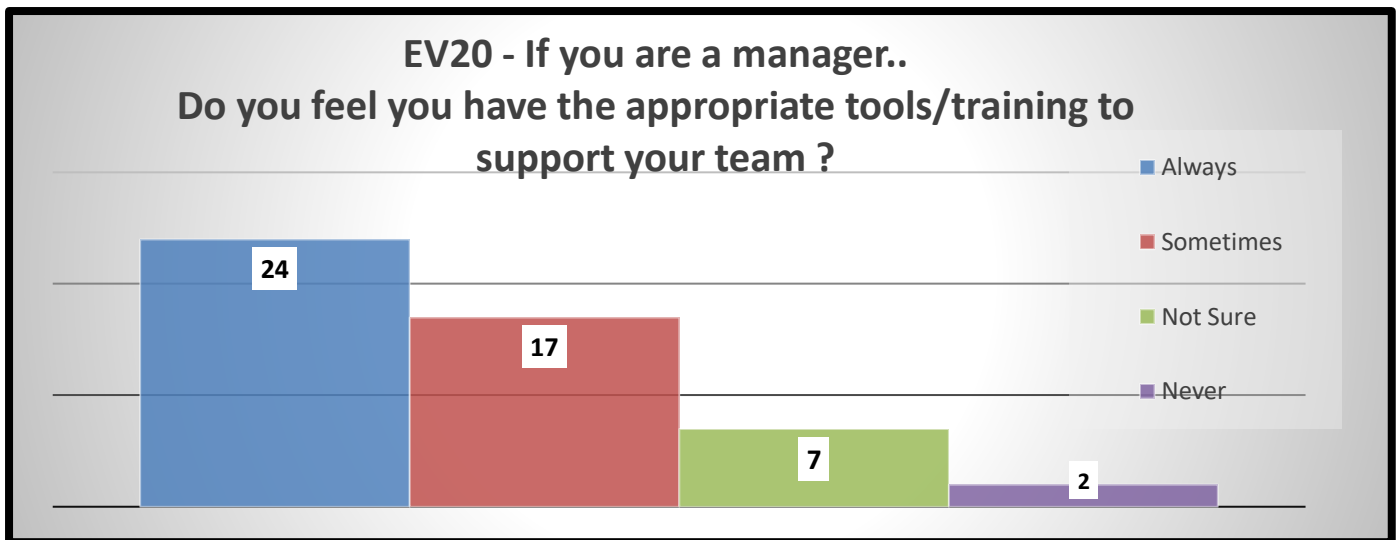
Please confirm why you do not use the Speak in Confidence tool??	Total Participants with the same/similar answers
Comments:	
<i>Not confidential</i>	8
<i>I did not know about it</i>	3
<i>Never needed too</i>	1
<i>I have not been sent log in details</i>	2
<i>pointless using it as nothing changes</i>	7
<i>I did not think it was still going</i>	4
<i>I will just email my suggestions to the team</i>	1
<i>Will talk to my manager instead</i>	1
<i>I could not understand it</i>	2
<i>Not able to log in</i>	2
<i>Not sure what it is</i>	2
<i>Never been shown</i>	2

EV19

Written comments/ feedback from Survey

98 participants completed the survey, 13 commented to the free text option.

Please provide any feedback about communication in the Organisation you may have:
Comments:
<i>I am frustrated by how information is communicated throughout the organisation, the slow pace of change and the disparity between different areas of the organisation</i>
<i>Communication and planning are very poor</i>
<i>frustrations are echoed through staff surrounding pace of change and communication</i>
<i>expectations change without structure</i>
<i>its ok in my time but I have no idea what's going on in other parts of the organisation if I'm honest</i>
<i>I do not mind; I just want to get on with my job and go home</i>
<i>Sometimes it's good, sometimes bad, same as anywhere I suppose</i>
<i>There is no help from other departments. Communication is generally quite poor</i>
<i>Sometimes information is not shared freely within the organisation, I think seniors need to make it clear what we are doing and why</i>
<i>I spend most of my time answering questions via email and chasing people, it can sometimes be difficult to get a response.</i>
<i>Internally communication is not great</i>
<i>Seniors do things without prompting and do not clarify what they expect from us on an operational level.</i>
<i>Change is not really communicated well in the organisation.</i>



EV22

Written comments/ feedback from Survey

50 managers participated in the survey, 13 left comments in the free text box

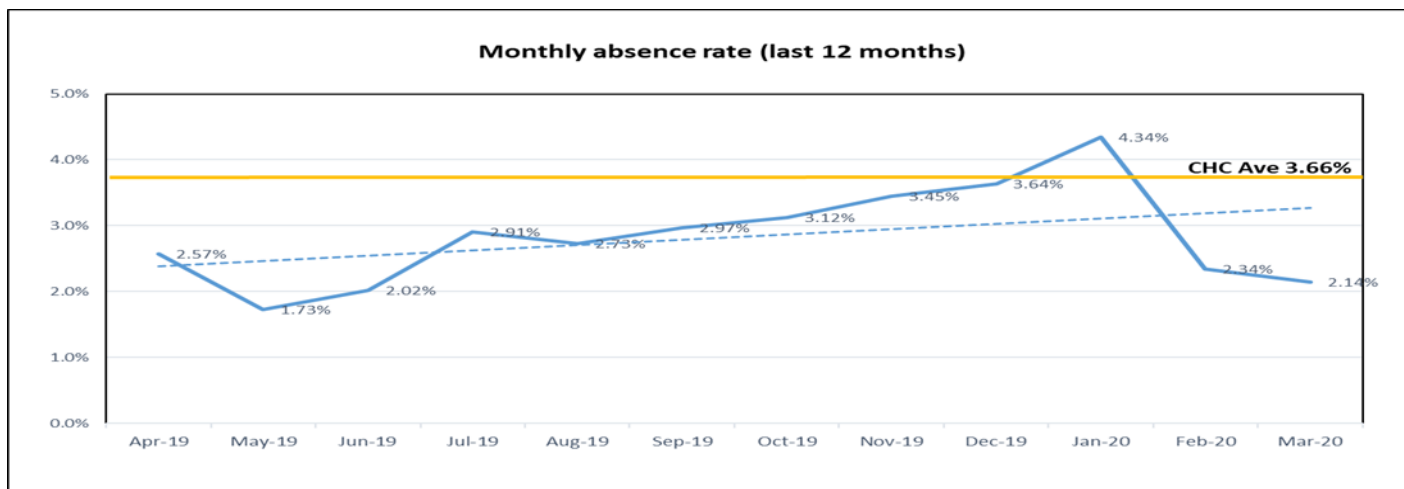
If you did not answer "Always" to questions 19 & 20 please provide detail below - Comments:
<i>I struggle to support my team via video call, do you have any guidance you can distribute to managers</i>
<i>I have only been a manager for 6 months and have not received any manager training .. do we have any ??</i>
<i>I had manager training about 3 – 4 years ago but nothing since</i>
<i>I do not want to do formal training like the ILM what else have we got ?</i>
<i>I give a lot of support to a new manager .. they have not had any specific management training from Tai Tarian</i>
<i>Things are different with my team working from home do you have any tips on encouraging my team with this new way of working ?</i>
<i>Do you have training for managers ?</i>
<i>The training I have had from Tai Tarian has been good in the past, but we haven't had any for a while</i>
<i>Please provide more manager training – especially with the way we are doing things now !!</i>
<i>Can you provide specific training on dealing with investigations ?</i>

How can I deal with serious matters via video calls ?

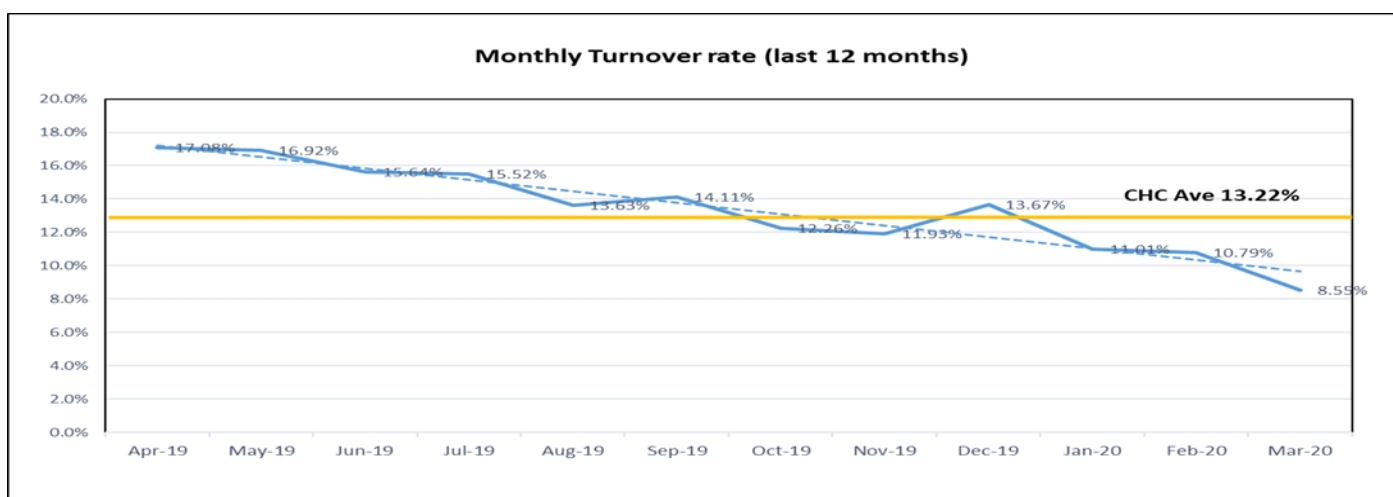
We can we go back to the office I find it easier to talk to my team face to face

Do you have any advice for supporting my teams while we are working from home

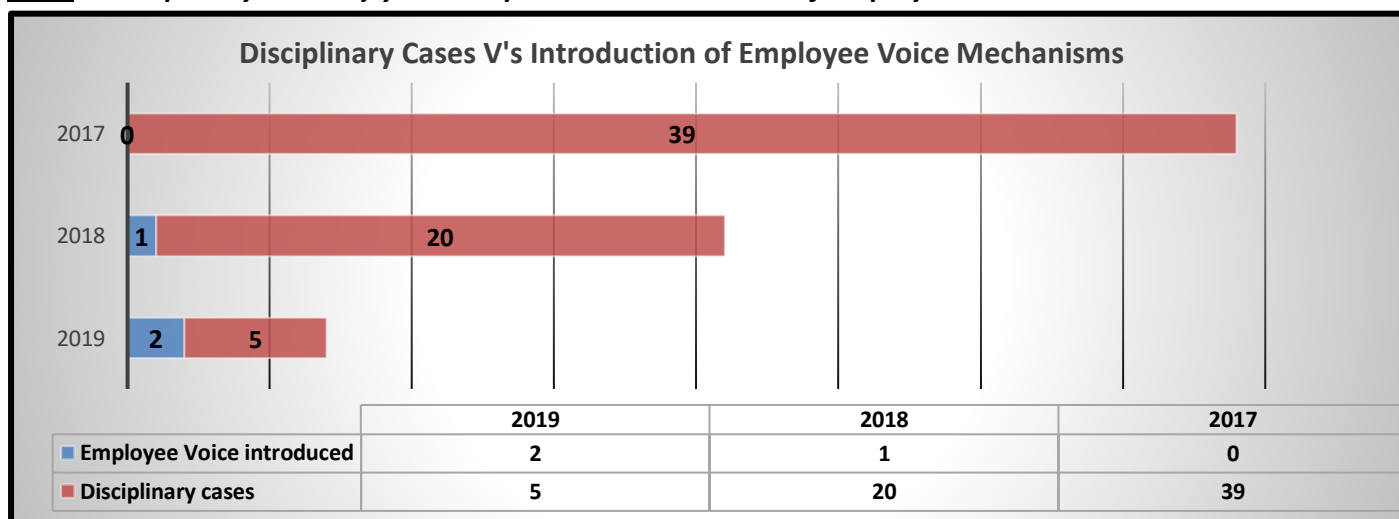
EV23 - Absence Data from Tai Tarian with comparison to Community Housing Cymru (CHC)



EV24 – Employee Turnover Data from Tai Tarian with comparison to Community Housing Cymru (CHC)



EV25 – Disciplinary cases by year compared to Introduction of Employee Voice Mechanisms



EV26 – Example 1 of email communication from the Senior Management Team

From: [REDACTED]
Sent: 05 February 2021 16:24
To: All Current Staff <AllCurrentStaff@taitarian.co.uk>
Subject: Incident Management update

Hi all

Here is today's update from the Incident Management team

Opening Tŷ Gwyn for limited use

After careful thought and consultation, we will open Ty Gwyn for strictly limited numbers of you currently working from home if you feel you would benefit from working from the office. The previous rules will continue to apply - you must get permission from your director or head of service and you must book a desk space in advance by contacting Cantwaittoseeyou@taitarian.co.uk. You must also wear a **mask** and remember to bring your **entry card**. This takes effect from next Monday, 8th February.

Conditions for front line staff

We want to remind everyone of the challenges being faced by our colleagues in repairs, voids, neighbourhood, housing and other front line areas. Working in the current situation is very challenging – we really appreciate their dedication.

There are also complex arrangements needed to support this effort, involving limiting vehicle sharing, deciding on suitable PPE. These are being kept under discussion and review and managers are confronted with new and unexpected challenges almost every day. So for everyone who is keeping our operations moving – a huge thank you!

PPE

A reminder that PPE can be collected from Tŷ Gwyn on Wednesdays and Fridays. Information on the process and how to order your PPE can be found [on the intranet](#).

Skewen flooding

As most of you will be aware, there was serious and extremely damaging flooding in Skewen recently as result of the storms. There were 19 Tai Tarian properties affected by the flood as well as many others in the community.

At the time of the incident, tenants and residents were evacuated to an emergency centre and to friends and family. Tai Tarian colleagues went to the emergency centre to speak with tenants on the night and contacted all tenants to ensure they were safe, well and had somewhere to stay.

Many of our colleagues have helped with the subsequent clean up and recovery operations and their dedication has been appreciated by all. We are also collaborating with our contractors and suppliers to see what assistance they will be able to provide as part of a co-ordinated approach to help the community.

[REDACTED]
Communications Advisor

Tai Tarian

Tŷ Gwyn
Brunel Way
Baglan Energy Park
Neath Port Talbot
SA11 2FP

Tel: 01639 505855
General enquiries – 0300 777 0000
Website – www.taitarian.co.uk



EV27 – Example 2 of email communication from the Senior Management Team

From: Huw Davies <Huw.Davies@taitarian.co.uk>
Sent: 25 January 2021 17:03
To: All Current Staff <AllCurrentStaff@taitarian.co.uk>
Subject: Staff update

Hi all

Please see below for today's update from the Incident Management team

Thanks

Huw

Services re-starting from 1st February

We are planning to resume a full repairs service from Monday 1st February. Colleagues who have been furloughed as a result of us stopping this activity will return to work shortly.

The Incident Management group reviews the response to the pandemic each week. Throughout the last few months the Welsh Government advice has been to allow work to be carried out inside tenants homes and some housing associations have carried on as normal.

Owing to the infection rate we took a more cautious approach as we wanted to reduce the risk to colleagues as well as to the general community.

As infection rates continue to decline we plan to resume full operations from Monday with continued COVID Risk Assessments in place and appropriate PPE to protect our staff and tenants. We are also reviewing all our risk controls to ensure they remain appropriate and up to date.

Winter Wellbeing – personal resilience reports

In our Winter Wellbeing plan we wanted to make a resilience report available to every employee who wants one. This report is now available and can help you learn about what helps as well as what hinders your resilience. The report is confidential to you and provided by Robertson Cooper, prominent Wellbeing specialists. A training webinar will also be added shortly. You access the report through Skillbox, ticking the box at the bottom of the course page found on this link:

<https://taitarian.learningnexus.co.uk/course/view.php?id=391>

Winter Wellbeing – SAD lamps

We have procured a number of desk top lamps that can help colleagues who are not getting enough sunlight during the working day and who may be experiencing “Sunlight Affective Disorder”. It particularly applies to anyone working from home. If you would like to borrow a SAD lamp for up to two weeks please contact the Technology & Innovation helpdesk, who have kindly agreed to control their issue.

Act of Kindness Fund

Throughout the pandemic you have kindly maintained your contributions towards Tŷ Gwyn’s tea & coffee fund in a bid to raise money to donate to local good causes.

We have already used some of this money by making donations to several local foodbanks and charities last summer. Before Christmas we asked you for suggestions for more good causes to give the next donations to.

We had so many great suggestions that we have decided to set up an “Act of Kindness Fund” in an attempt to help as many people as possible. The fund will be used to make donations to local good causes, charities or even to buy essential items for individual tenants if they’re experiencing a particularly tough time – small acts of kindness which will make a big difference to people’s lives.

The fund will work on a referral basis, with all staff being able to make suggestions, on a case by case basis, at any time. We’ll also be working with people in the community, such as local councilors, to identify people that would benefit from the scheme.

The first people to receive a donation from the fund will be our tenants in Skewen, who were affected by last week’s floods. As their landlord, we’ll of course, be finding them alternative accommodation whilst we repair their homes. However, we also wanted to do a bit extra for them, and use this fund to help them replace some of the many possessions they lost in the flood.

We’ll of course keep you updated with this and other donations in the future. Thank you once again for your generosity in keeping your contributions to the tea and coffee fund going – you are making a real difference to people’s lives.

Huw Davies

Communications Advisor

Tai Tarian
Tŷ Gwyn
Brunel Way
Baglan Energy Park
Neath Port Talbot
SA11 2FP

Tel: 01639 505855

General enquiries – 0300 777 0000

Website – www.taitarian.co.uk



THE ADVISER

Monday 15th February

Acts of Kindness

Over the past few weeks, we've told you about our new Acts of Kindness fund, where we will make donations to charities, good causes or individuals in our communities who could do with a little extra help.

We're now pleased to say the fund has made its gifts with donations being made to two members of staff and a tenant whose homes were affected by the recent flooding in Skewen. We've also donated £500 to the local branch of the Salvation Army to help the wider Skewen community recover from the floods.

Don't forget that if you want to make a suggestion for who the fund should help next, then please e-mail specialistservices@taiarian.co.uk.



SkillBox maintenance

Our SkillBox learning platform will not be available later this week for planned maintenance. The system will be offline from 5:30pm on Wednesday 17th February for a short period. The system will be back up and running as soon as the work has been completed.



Spring flower challenge

With lighter nights and warmer weather just around the corner, it's time to launch our Spring competition. We want you to grow the biggest and most colourful display of sweet peas as you can – plant your seeds, watch them grow and send us a picture.

There'll be a £30 gift card courtesy of Zoar's Ark in Neath for the winner. Thanks to Westward Energy for donating the seeds too.

The challenge is open to staff, tenants and the wider community, so why not encourage others to get involved - let's all fill our gardens or window boxes with colour.

Contact Amy Hines (amy.hines@taiarian.co.uk) to claim your pack of seeds and

For some top sweet pea growing tips [click here](#)



Keep your
distance

Wash hands
regularly

Wear a face
mask



Together we'll keep Wales safe
gov.wales/coronavirus



Keep CALM and carry on running

Neighbourhood Officer, Joshua Hatton has decided to take on an incredible charity challenge this month.

He has decided to raise money for CALM – the Campaign Against Living Miserably by running 10km everyday throughout February. That's an incredible 175 miles in total, or the distance from Port Talbot to Liverpool.

The Campaign Against Living Miserably (CALM) is leading a movement against suicide. Every week 125 people take their own lives, and 75% of all UK suicides are male. CALM exists to change this.

Speaking about his challenge, Joshua said: "With covid I wanted to set this challenge to keep me occupied during this time. More importantly, I wanted to do it in memory of two of my friends who sadly lost their lives and other friends and family who are suffering daily."

"I've been amazed by the amount of support I've had with people saying that I've inspired and motivated them to get up and go out and get some fresh air, whether that's walking or cycling. It's a great feeling."

So far, Joshua has raised almost £1500. If you'd like to support him in his efforts you can do so at www.justgiving.com/fundraising/joshua-hatton1.

For more information on the work of CALM, please visit www.thecalmzone.net.



Mental Health First Aiders

Our Mental Health First Aiders are here to help you if you are suffering with your mental health. You can give them a call or drop them a message and they will be able to offer you advice and signpost you to where you can get professional help if needed.

Anything you tell them will be treated in the strictest confidence.

Their contact details can be found on the intranet by [clicking here](#). Feel free to call them if you could do with their help.



Ceri Williams



Nicola Ash



Justine Tunney



Sian Roach



Wyn Thomas



Andrew Harris



Rebecca Pavey



Rhian Tucker



Rebecca Bodenham-Ash



Eleanor Kelly



Maelgwyn Coleman



Tai Tarian

Job vacancy

Lettings Officer (Fixed term position)
Closing date - Thursday 18th February
Details - www.taitarian.co.uk/vacancies



Like
Comment
Share

From: Sarah Cosker
 Sent: 03 June 2020 09:01
 Subject: New Starter Induction - Welcome to Tai Tarian
 Importance: High



HR Induction - Dec
 2019 - new EAP.pptx



OD Induction.pptx



Payroll and
 Pensions Induction



Corporate
 Governance Inductio



Health and Safety
 Induction.pptx



Housing Induction
 - Protecting People I



Glossary.docx

Good Morning,

I hope you are well in these uncertain times, I just wanted to reach out to you and check in given the current circumstances.

As a new staff member to the organisation, in "normal" circumstances you would have had an induction day, where you would have met your colleagues from around the business and chance to ask any questions you may have. With this in mind I have attached the slides which we would show at the induction and below I have included links to all key policies and procedures (also found on our intranet). Please spare some time to have a look through, the intranet is a good place to start if you have any questions, if you can't find the answer please don't hesitate to contact hr@tairarian.co.uk and one of the HR team will get back to you. Remember we are here to help so get in touch no matter how trivial your question may seem!

- Employee handbook – See link [here](#)
- Getting started pack – See link [here](#)
- Code of conduct – See link [here](#)
- HR Presentation – Attached
- OD Presentation – Attached
- Corporate Governance Presentation – Attached
- Housing Induction - Refer it scheme – Attached
- Payroll and Pensions Presentation – Attached
- Health and Safety induction – Attached
- Our behaviours document – See link [here](#)
- Link to employee benefits scheme (by now you should have received an email providing information you on how to join)– See link [here](#)
- Link to maximising attendance procedure (reporting absence etc.)– see link [here](#)
- Glossary – Attached
- Procurement flowcharts – See link [here](#)
- Leadership 535 booklet – See link [here](#)
- When 'normality' resumes - If you are based at Ty Gwyn and drink tea & coffee we ask all staff to contribute £3 per month (taken directly out of pay) , please fill out deduction form – see link [here](#)

*****Managers only:** If you are a line manager you should have access to the 'Managers area' found via the 'Organisational Development' section on the intranet home page, this includes guidance on Recruitment, Absence, and Investigation/Disciplinary matters, along with monthly reports to see both your teams, and the organisations Headcount and Absence rates. Please let us know if you are unable to access this area and the documents within.

Welcome to Tai Tarian once again,

Kind regards,

Sarah and your HR Team

Sarah Cosker

HR Advisor

Tai Tarian Ltd.

Tŷ Gwyn,

Brunel Way,

Neath,

Neath Port Talbot,

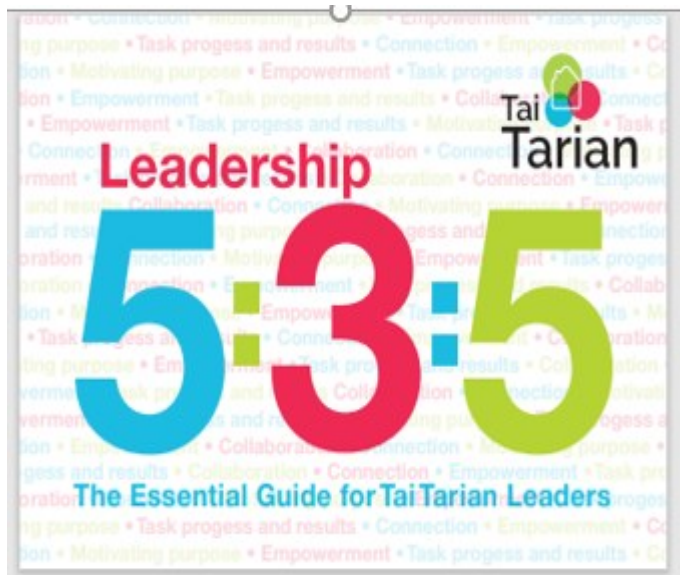
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General Enquiries: 0300 777 0000

Website - www.taitarian.co.uk





What is Leadership?

5:3:5

This is our new toolkit for leading our organisation into the future.

- It's the key way we aim to achieve our goal of empowering our people to make a difference.
- People who manage others need to ensure that they are given good leadership. So we aim to make leading a practical and clear way of doing things, not a theory that's difficult to understand.
- We believe there are five practical things that managers need to "Do" to be leaders.
- We also see that managers operate in three different situations, so they need to understand the three types of skill.
- Finally we have five important values to promote in our organisation.
- From now, this is what leaders need to focus on and be good at. All our leadership development will be clearly linked to the "5:3:5" concept.

Welcome to **Leadership 5:3:5** the future of leadership at Tai Tarian.

This is: Leadership

5:3:5

Tai Tarian

5 DO'S

- Motivating Purpose
- Progress and Results
- Collaboration
- Connection
- Empowerment

What a leader must pay attention to

3 SKILLS

Public

Private

Personal

Spheres where a leader operates

5 VALUES

Commitment

Honesty

Professionalism

Respect

Teamwork

Values a leader promotes

The Five “Do” Steps Of New Leadership



Motivating Purpose

- You set a clear purpose and direction for your team.
- You link this with the aims of the organisation.
- You inspire people to engage with this purpose and work towards it willingly.

Progress and Results

- You pay attention to progress and drive for results.
- You create clear goals and a productive atmosphere for your team.
- You get the team to focus on outcomes and you get involved to accelerate progress.

Collaboration

- You ensure strong collaboration amongst the immediate team and build those skills.
- You create clear links between your team and others to drive efficiency across the organisation.
- You identify the right external partners to collaborate with and establish robust agreements.

Connection

- You invest time to connect with your team members individually.
- You pay attention to all colleagues and demonstrate respect.
- You take time to be visible, listen to others and gather a wide range of perspectives.

Empowerment

- You build a team of people who can do more.
- You redesign roles that give your team more interesting work and freedom to operate.
- You spend more of your time on coaching, connecting and communicating.

Summary: Old leadership is where managers spend their time on task completion, and leading people is something to try to find time to do.

New leadership is about investing time in the five activities shown to build team, individual and organisational performance.

The Three Skill Areas Of New Leadership



Public

- Being visible in the wider organisation and being authentic.
- Being a positive presence, setting the “tone”.
- Driving collaboration to accelerate progress.
- Presenting and speaking to groups.

Collaboration

- Giving constant skilful feedback.
- Managing performance honestly.
- Understanding and developing your people.
- Building an effective team.

Connection

- Growing your self-awareness to lead by using your strengths.
- Showing you’re open to feedback and growth.
- Building professional credibility.
- Investing in connection with others.

Summary: It can help if a leader is a confident public presence, but it is a small part of the role. Leaders need to ensure that they become self aware, to appreciate their strengths and build on them.

They need to practice being capable at private leadership. They need to learn about the elements of leadership that they don’t enjoy, and develop ways of collaborating to overcome that obstacle.



'Our Behaviours'



Making a Difference

Teamwork Honesty Professionalism Respect Commitment

What is the Tai Tarian Behaviour Framework?

At Tai Tarian, we recognise that our most important asset is you, our employee.

At our annual staff conference in 2012, the organisation's 'values' were set by employees. Those who attended told us that the values summarised how they wanted to be seen by others.

Our Values:



In short, this behaviour framework details how you can put the organisation's values into practice and ***make the difference!***

This framework includes those behaviours which all members of staff, regardless of their role and grade in the organisation, are expected to demonstrate in their everyday work. These are referred to as 'expected' behaviours.

The framework also includes those behaviours required by employees looking to develop and those who are in supervisory positions. These are referred to as 'leadership' behaviours.

What do we mean by behaviour?

Behaviours demonstrate the attitudes and approach we take to work and they are:

- How we do things;
- How we treat others;
- What we say and how we say it;
- How we expect to be treated.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Commitment Working with enthusiasm and dedication to deliver high quality services.	
Expected <i>Our required behaviours</i> • I see things through to completion; • I have a positive approach to my work; • I use all of my skills and knowledge to achieve my objectives; • I deliver on time and as promised; • I am flexible and work with minimal supervision after relevant training; • I behave in line with the values of Tai Tarian; • I look for better ways to do things and share my ideas.	Leadership <i>These behaviours are required by employees looking to develop and those in supervisory positions</i> • I work to build engagement and improve my team's behaviour; • I act as a role model for loyalty, dedication and reliability; • I am commercially aware and ensure value for money; • I share vision, meaning and direction; • I initiate and lead others through change; • I encourage others to do the best they can; • I make decisions based on evidence and not assumptions.
When Commitment is <i>not</i> demonstrated • You are disinterested and have a negative approach to work; • You are disorganised and miss deadlines; • You are frequently late or absent from work; • You only do the bare minimum; • You are disrespectful to customers and colleagues and react defensively to constructive criticism; • You are unwilling to consider change; • You don't have pride in your work and never see things through to completion.	

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Honesty

Being truthful, clear and transparent.

Expected

Our required behaviours

- I tell the truth (whilst respecting confidentiality);
- I am careful not to raise expectations and am realistic about what can and can't be achieved;
- When I make a mistake I say sorry and don't try to hide it;
- I don't abuse my position or the company's resources for personal gain;
- I address inappropriate behaviour and do something about it;
- I always act within our policies, rules and regulations.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I have difficult conversations and deal with situations in an open and honest way;
- I raise concerns and work to find acceptable solutions;
- I make difficult decisions and openly acknowledge errors;
- I recognise my strengths and weaknesses and always try to improve;
- I enable a blameless culture, empowering and supporting my team.

When Honesty is not demonstrated

- You use situations for your own personal gain;
- You can't be relied on;
- You deliberately set out to de-fraud;
- You pretend to be busy so you don't get asked to do things;
- You make promises that you know can't be delivered.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Professionalism

Making a positive impression through skills, behaviours and appearance.

Expected

Our required behaviours

- I am punctual, friendly and have a positive approach to work;
- I take pride in my work and that of my team;
- I treat everyone I meet with respect;
- I always behave ethically;
- I admit and learn from mistakes;
- I am keen to learn and share with others;
- I do my job well.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I promote continuous improvement in the workplace;
- I lead by example, influencing positive behaviour in everyone;
- I ensure that my team and I remain focused on objectives;
- I always look for creative solutions to problems;
- I seek opportunities for feedback on my performance;
- I use my expertise to develop and coach my colleagues.

When Professionalism is *not* demonstrated

- You continually miss deadlines;
- You dress or behave inappropriately;
- You display a negative attitude towards colleagues and customers;
- You blame others when things go wrong.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Respect Treating others as you expect to be treated yourself.	
Expected <i>Our required behaviours</i> • I say thank you and acknowledge when a good job is done; • I say sorry if I have let someone down; • When someone speaks to me in confidence, I keep it to myself; • I treat peoples' properties and possessions as I would my own; • I treat everybody equally; • I work within the policies, procedures and rules of the company.	Leadership <i>These behaviours are required by employees looking to develop and those in supervisory positions</i> • I empower others to make decisions; • I give others autonomy to make mistakes and learn from them; • I value the input of others; • I am a role model for an inclusive leadership style; • I adapt my approach to people to ensure good working relationships; • I encourage and value diversity.
When Respect is <i>not</i> demonstrated • You talk inappropriately about and to customers and colleagues; • You approach work with a negative attitude; • You disregard people's property or possessions; • You make little or no effort to understand things from others' points of view.	

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Teamwork

Working together by sharing information and supporting each other to achieve our goals.

Expected

Our required behaviours

- I listen to others' opinions and ideas and consider these in my work;
- I act sensitively to the feelings and needs of others;
- I take responsibility and deliver on my role within the team;
- I share relevant information with others where needed;
- I support colleagues when they are under pressure;
- I am flexible in my attitude and approach to my work.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I consult with others outside of my team who may be affected by my decisions;
- I welcome challenge and use it to improve services for customers;
- I encourage and support others to learn and develop to continually improve in their role;
- I motivate others by inspiring enthusiasm and willingness to get involved;
- I lead by example.

When Teamwork is *not* demonstrated

- You don't allow others to get involved or voice their opinions;
- You don't listen to others;
- You are insensitive to the feelings of others;
- You sit back and let others do all the work;
- You keep things to yourself and work to your own agenda;
- You don't recognise when others need help.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

CIPD ten top tips on managing remote teams

TEN TOP TIPS:

Managing remote teams



1 AGREE WAYS OF WORKING

Make sure every team member is clear about how you will work together remotely, how you keep each other updated, and how frequently.

2 SHOW THE BIG PICTURE BUT BE PREPARED TO FLEX

Remind your team about the big picture and how their work fits into it. If some members can't carry out all their usual functions, consider skills they can lend to others to meet team goals.

3 SET EXPECTATIONS AND TRUST YOUR TEAM

Be clear about mutual expectations and trust your team to get on without micromanaging. Focus on results rather than activity.

4 MAKE SURE YOUR TEAM HAVE THE SUPPORT AND EQUIPMENT THEY NEED

This includes any coaching they might need to use online systems and work remotely. Keep your calendar visible and maintain a virtual open door.

5 HAVE A DAILY VIRTUAL HUDDLE

This is essential for keeping connected as a team, to check in on each other's well-being and keep workflow on track. It needn't be long, but regularity is key.

6 KEEP THE RHYTHM OF REGULAR 1-2-1 AND TEAM MEETINGS

This maintains a sense of structure and continuity for all.

7 SHARE INFORMATION AND ENCOURAGE YOUR TEAM TO DO THE SAME

Opportunities to pick up information in passing are more limited when working remotely. Share appropriate updates or learnings from other meetings and projects and invite your team to do the same.

8 TAILOR YOUR FEEDBACK AND COMMUNICATIONS

People can be more sensitive if they're feeling isolated or anxious, so take this into account when talking or writing. Communicate regularly, not just when things go wrong, whether it is information, praise or criticism.

9 LISTEN CLOSELY AND READ BETWEEN THE LINES

Not being in the same room means you don't have extra information from body language or tone to get the sense of what people are thinking or feeling. Home in on what's not being said and ask questions to clarify.

10 FOSTER RELATIONSHIPS AND WELL-BEING

Make time for social conversations. This increases rapport and eases communication between people who may not meet often. It also reduces feelings of isolation.

For more information and resources visit
cipd.co.uk/coronavirus

CIPD

(CIPD,2021)

CIPD ten top tips for effective online meetings

TEN TOP TIPS:

Effective online meetings



1

EMBRACE VIDEO CALLING

Being present and seeing each other is an important part of keeping connected. Don't hide away or do other work during the meeting.

USE HEADSETS OR EARPHONES

2

This will give better sound quality. Speak directly into the mic and remember to mute it when not speaking to limit background noise.

3

SPEAK CLEARLY AND STEADILY

This will help ensure everyone can understand you. And try to modulate your voice, to keep people interested and engaged.

ESTABLISH ETIQUETTE GUIDELINES

4

Agree a system to give everyone a voice. Arrange 'hands up' signals to agree who speaks next and use chat functions to allow everyone to contribute.

5

REPEAT THE QUESTION

The chair or presenter should repeat questions they ask to ensure all participants are aware of the original question. Repeating the question in writing within a chat box could provide additional clarity.

USE NAMES AND GIVE CONTEXT

6

When responding to chat comments, repeat the relevant remarks and make clear who you're responding to. Don't just say 'yes, Jane that's right' - others may not have seen Jane's comment and it won't make sense to them.

7

KEEP SLIDES SIMPLE

Keep to a single thought per slide to help participants understand and focus on what's being discussed. It's better to have more slides with fewer things on them.

KEEP SLIDES VISUAL

8

Your participants may be joining from a mobile device and wordy slides will be tough to read. Anchor your presentation on relevant, image-based slides.

9

ENGAGE PARTICIPANTS REGULARLY

It's hard to simply listen online for a long time. Invite participants to give comments or ask questions, and use tools like chat or polls.

BE EXPLICIT ABOUT ACTIONS AND SUMMARISE

10

Spell out clearly any actions that need to be taken and by whom. Summarise meeting takeaways and circulate notes promptly.

For more information and resources visit
cipd.ie/news-resources/coronavirus

CIPD

(CIPD,2021)

CIPD ten top tips for working remotely**TEN TOP TIPS:****Working remotely****1 SET UP A DESIGNATED WORKSPACE**

Separate space for yourself to work in, somewhere you can focus on tasks without being distracted and set up with everything you need for a normal working day.

2 MAKE SURE YOU HAVE ALL THE TECH YOU NEED

This includes a reliable internet connection, required hardware and software, access to your company network, any files and importantly, knowledge of how to get IT support.

3 GET DRESSED

Changing into working clothes will help you mentally switch onto productive work mode. It will also help you distinguish between 'homeworking' and 'home life'.

4 WRITE A DAILY TO-DO LIST

Set out a list of realistic, achievable tasks to keep you focused.

5 KNOW WHEN TO STEP AWAY FROM YOUR DESK

Be clear about when your working day begins and ends and take breaks to refresh. It's easy to let yourself be 'always on' when your home and office are the same place.

6 STAY IN CONVERSATION

Contribute regularly to team chats/group emails so you don't drop off the radar. Ask about what people are working on and share what's on your plate.

7 FOSTER RELATIONSHIPS

Make time for non-work chats as you would in the workplace and use video calling to maintain face-to-face contact.

8 BE CLEAR IN YOUR COMMUNICATION

Speaking in person gives you visual and audio cues that help you communicate. Conversing remotely removes a lot of that extra information so make your communications extra clear and concise.

9 ASK FOR SUPPORT WHEN NEEDED

Speak out when you need assistance, further training or support. Your manager, colleagues and you are part of a team and should be supporting each other, even remotely.

10 MAKE REMOTE WORKING WORK FOR YOU

Change where you sit, put on music, whatever helps you work. And enjoy the perks – no commute or uncomfortable shoes, and all your home comforts!

For more information and resources visit
cipd.co.uk/coronavirus

CIPD

(CIPD,2021)