Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Improvement of Individual and Organisational Performance

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CIPD Membership Number: 53274130

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:  J. Thomas

Date: 29th August 2019

Joanne Thomas - 1403229

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CIPD Candidate evidence matrix (EXAMPLE) (CEM1)

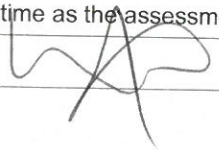
Candidate name: Joanne Thomas				CIPD Membership/registration No.: 53274130		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1403229		
Unit code	**Unit title**	**Assessment criteria no.**	**Evidence description**	**Evidence reference number**	**Assessor initials**	**I/V initials if sampled**
5AIOP	Contributing to Improving Organisational Performance	LO1	Ateb Alcohol, Drugs and Substance Misuse Policy (Page 1)	EV.1		
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		LO1	Acas Code of Practice on Disciplinary and Grievance Procedures (Page 1 and 3)	EV.11		
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5AIOP	Contributing to Improving Organisational Performance	LO1	Vision Documents (Page 1, 2 20 & 21)	EV.36		
		LO1	Benchmarking	EV.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:  **Date:** 29/8/19

Notes on candidate evidence matrices

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

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

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

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

Outcome 1

Ateb has a range of policies and processes complimenting performance management across the workforce including:

Policies and Processes		
Alcohol, Drugs and Substance Misuse Policy	Probationary Periods	Achieve Framework
Capability	Disciplinary	Performance Improvement Partnership Scheme
Grievance	Absence Management	Learning and Development

Alcohol, drugs and substance misuse policy (EV.1)

The policy outlines the approach Ateb will take when the consumption of alcohol, drugs or other substances has an effect on the performance of an individual. Misuse is defined in the policy as the intermittent or continual misuse of alcohol, drugs or other substances which causes a detriment to the health and performance of the employee. HR ensures the policy is implemented, provides advice and guidance to managers and refer employees to occupational health. Line managers are responsible for implementing the policy, raising any concerns about misuse, report incidents of misuse, providing support to the employee and ensuring the health and safety of employees by sending home an employee who is under the influence. Employees have a responsibility for their own health and safety and to minimise risk.

Capability (EV.2), Disciplinary (EV.3) and Grievance (EV.4) policies

These policies outline the definition of capability, disciplinary and grievance as seen by Ateb. The policies explain the process and steps followed should a grievance, capability issue or disciplinary be raised. HR ensures the policy is implemented, provides advice and guidance to managers and ensures the processes are followed accurately and fairly. Directors and line managers are responsible for understanding the policy and ensuring the policy is adhered to should issues arise.

Absence Management policy (EV.5)

The policy ensures the consistent and fair management of sickness absence, providing information surrounding sickness such as sick pay entitlement, notification and certification requirements, return to work, adjustments and monitoring of sickness absence. Return to work interviews are conducted by line managers to ensure the employee is fit to return, to identify if there were any factors affecting their sickness and to discuss an assisted return in cases of long-term sickness. HR monitors sickness absence quarterly, identifying any sickness triggers hit. HR and the line manager conduct sickness review discussions with employees who have hit sickness triggers to; investigate underlying issues and highlight sickness patterns,

discuss the impact their absences have on colleague and business performance and to explain the standard of attendance expected. A Performance Improvement Plan may be used to improve sickness absence, further progressing to disciplinary if improvement is not made.

Performance Incentive Partnership Scheme (PIPS) policy (EV.6)

The policy outlines the PIPS scheme; the scheme encourages staff to have high performance, reduce sickness absence and avoid disciplinary action by providing a financial reward each year, the amount affected by performance, absence and disciplinary action. HR ensures the policy is implemented whereas, line managers are responsible for ensuring employees understand the implication their performance, sickness or disciplinary action will have on their financial reward; furthermore, refer to the policy to encourage and improve performance.

Probationary Period policy (EV.7)

The policy outlines the support provided during the probationary period to improve performance and address any performance concerns. Line managers are responsible for implementing the policy, outlining the role and responsibilities of the new employee, identifying training requirements and ensuring regular reviews are undertaken. Concerns should be addressed by the line manager immediately with steps taken to improve performance; the line manager must discuss plans for dismissal with HR to ensure all appropriate steps have been taken to improve performance issues.

Learning and Development policy (EV.8)

The policy highlights Ateb's commitment to learning and development. Learning and development opportunities are provided to improve performance, skills and knowledge, meet future business demands and enhance career development. Line managers are responsible for identifying learning and development needs, directors are responsible to compile the information to develop an annual learning plan and budget and HR are responsible for facilitating learning events.

Achieve Framework (EV.9)

The Achieve Framework was developed to focus on how to improve individual and organisational performance through an alignment of corporate vision and regular reviews and feedback. The framework has replaced the traditional Appraisal policy (EV.10) as actions and targets are time specific and focus on continuous development, feedback and praise whereas, traditional appraisal can be rigid and focussed on the past (CIPD, 2018a). The Framework is still in its infancy being rolled out across departments therefore, HR are responsible for rolling out the framework and explaining how it replaces appraisals whereas, line managers are responsible for implementing the framework within their teams and ensuring continuous feedback is provided.

Ateb rebranded from Pembrokeshire Housing Association in March 2018; as a result, some policies evidenced are branded as Pembrokeshire Housing Association as these are only being rebranded when we review the policy.

Ateb has 3 strategic aims which are outlined in the Vision document (EV.36). The Vision document has been promoted across departments and teams through a series of workshops delivered by the Executive Management team to embed the aims. All service delivery hubs, department and individual objectives are linked to the overall strategic aims. Role profiles are also linked the strategic aims to ensure employees are aware of their roles and responsibilities and how their contribution helps to meet and sustain organisational performance.

Ateb undertakes salary benchmarking every 3 years instructing an independent external benchmarking consultant, following the median salary point for level for the Housing sector (EV.37). Benchmarking is carried out for every role at Ateb to ensure fairness and consistency. By undertaking salary benchmarking, Ateb can follow market trends and gauge how competitive they are in the job market. As a result, Ateb can develop competitive salaries to secure their employees moving on to competitors (CIPD, 2019).

When handling grievance or disciplinary actions, I ensure the Acas Code of Practice on disciplinary and grievances procedures (EV.11) is adhered to. The Code sets out guidance when dealing with disciplinary and grievance action and provide best practice steps to follow to ensure transparency and fairness; providing me with practical advice whilst also reducing the risk to Ateb if the issue progressed to employment tribunal, as awards at tribunal can be adjusted by up to 25% for failure to comply with the Code (Acas, ND). I ensure line managers are aware of the Code and the process to follow when dealing with grievances or disciplinaries.

I am aware of The Equality Act 2010 (EV.12) which replaced smaller anti-discrimination acts and provides legal protection to people from discrimination in the workplace; furthermore, I am aware and actively promote Ateb's Equality and Diversity policy (EV.13) in all my actions in the workplace including performance management (GOV.UK, 2015). I make adjustments if necessary when undertaking performance management tasks with a disabled employee (Acas, 2018). Recently a line manager raised concerns over an employee's performance as he was claiming to be lethargic with aches and pains which slowed his work pace and quality of work. As the employee was in remission following their second round of cancer treatment thus, classed as disabled I suggested referring the employee to occupational health to identify if the employee's treatment/remission had an effect on his performance (EV.14). The OH report advised that fatigue and aching pains are a common symptom following cancer treatment therefore, we should allow for some flexibility in the pace of his work and make adjustments so he doesn't carry out heavy duties which could cause further fatigue.

During recruitment, I am mindful of the Act and protected characteristics to ensure I am fair and consistent when shortlisting and interviewing; furthermore, I advise line managers during the recruitment process to ensure they are not discriminating against applicants. Recently, a Maintenance Operative was invited to shortlist and interview apprentices with me; I met with the employee at the start of the recruitment campaign to explain the process but importantly to highlight the Act, emphasising

potential consequences of discrimination, should they treat an applicant less fairly based on their protected characteristics (EV.15).

I refer to the CIPD website regularly to enhance my knowledge of how to undertake performance management activities efficiently and how to improve performance management at Ateb; recently I have updated Ateb's onboarding process to include a task which was discussed in a CIPD podcast whereby organisational culture was promoted at onboarding; contact was increased before the first day with corporate documents and role profile provided from the job offer to ensure new starters understood our expectations of behaviours and attributes (Lamb et al, 2014) (EV.16).

I refer to the Health and Safety Manager, Ateb's in-house solicitor and outsourced employment solicitors. Recently, I had arranged mandatory Asbestos training where all attendees were required to be clean shaven to undertake a face fit test for PPE purposes. One employee refused to shave as he has had a beard his entire adult life; my understanding was attendees would fail the test and would be unable to carry out asbestos work, which is duty of their role. I referred to the Health & Safety Manager for advice; I was informed a specialised mask could be purchased which was a reasonable alternative therefore, enabling the employee to carry out Asbestos duties despite having facial hair (EV.17). As the employee could continue their expected duties, no further action was required; on the other hand, if the employee was unable to carry out asbestos duties, the capability procedure would be triggered. I sought and provided information in a timely manner to ensure I could resolve the grievance before the training was due and to avoid escalation (EV.18).

As line managers have a pivotal role in performance management by implementing HR policies, exhibiting the correct behaviours and management style to engage and motivate their teams (CIPD, 2018b), it is essential that I, as a People Advisor, ensure I have a working knowledge and awareness of HR policies and processes, so I am able to provide the correct information and advice to line managers. I keep my working knowledge up to date by reviewing policies and processes regularly however, if I am unsure I will return to the line manager once I have checked the policies to ensure accuracy. When providing information or advice, I am clear to the line manager about their responsibilities and the responsibility of HR (EV.18).

An employee claimed workplace stress was the cause for her underperformance, further claiming she had no support and guidance from her department. The line manager requested my advice as they were unsure how to proceed as she was providing support to the employee. I advised that the employee should complete the HSE stress questionnaire, which we would analyse and discuss the findings with the employee in order to identify the specific areas of stress. I advised the manager promptly and suggested that the line manager should arrange completion of the questionnaire and the follow-up meeting quickly to avoid further escalation. Through completing this task, the line manager and I was able to provide tactics and suggestions of how the employee could reduce her stress levels and improve her performance (EV.19).

Alcohol, Drugs and Substance Misuse Procedure

Introduction

1/ This procedure will apply to ateb Group, West Wales Care & Repair and Mill Bay Homes Limited ("the Group").

2/ This procedure sets out the approach the Group will normally take when the consumption of drugs and/or alcohol affects the performance of employees. However each case will be considered on its own merits.

3/ The Group is committed to promoting the health and well-being of its employees and will ensure any employee with alcohol or substance dependency problems has the opportunity to obtain support and is treated sensitively where reasonably practicable. However the health, safety and welfare of employees must not be jeopardised through misuse of alcohol or substances at work.

4/ The Group will ensure the confidentiality of occupational health records at all times.

5/ All employees whilst at work must be free from the influence of drugs or alcohol. This will help to ensure the health of safety of all employees and others with whom they come into contact.

6/ Alcohol, drugs and substance misuse, for the purpose of this procedure, is defined as the intermittent or continual use of alcohol, any drug or other substance which causes detriment to the individual's health, social functioning, or work performance, and which may affect efficiency, productivity, safety, attendance, time keeping or conduct in the workplace. This includes all substances covered by the Psychoactive Substances Act 2016.

Legal Responsibilities

7/ The Group has a duty to ensure the health, safety and welfare of employees as far as is reasonably practicable.

8/ The Misuse of Drugs Act 1971 makes production, supply and possession of controlled drugs unlawful except in specified circumstances (for example, when they have been prescribed for that person by a doctor). It also makes it an offence for the Group to knowingly allow the production, supply or consumption of controlled substances in the workplace.

Capability Procedure

Introduction

1/ The purpose of this document is to provide a framework for dealing with cases where employees fail to meet the standard of performance expected of them.

2/ This procedure will apply to all ateb, West Wales Care & Repair and Mill Bay Homes Ltd ("the Group") staff that are no longer in their probationary period.

3/ The Group is committed to offering guidance and early assistance with the primary concern being to help the individual whose performance and/or behaviour is affected.

Definition

4/ The Employment Rights Act 1996 states that "capability, in relation to an employee, means the capability assessed by reference to skill, aptitude, health or any other physical or mental quality." Section 98 (2)(A) of the Act also indicates that "incapability must relate to the work or the kind of work that the employee was employed by the employer to do."

5/ Incapability, for the purpose of this procedure, is defined as continued poor job performance in relation to skill and ability.

Application & Exclusions

6/ There are a number of factors that may affect an employee's performance (Appendix 1) and careful consideration should be given to the root cause of the performance issue. The factors put forward by an employee, where those factors are supported by evidence, should also be taken into account and considered appropriately.

7/ Concerns about misconduct should be addressed through the Disciplinary Procedure. Unsatisfactory performance caused by carelessness, lack of effort, negligence, poor behaviour or attitude may not be a capability issue but may be a misconduct issue which would then be addressed under the Group's Disciplinary Procedure.

8/ Cases of poor performance due to ill-health and absence should initially be dealt with through the Group's Absence Management Procedure.

9/ Issues regarding poor performance that occur during an employee's probationary period should be investigated using the Group's Probationary Period Procedure.

Disciplinary Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Group, Pembrokeshire Care & Repair and Mill Bay Homes Limited ("the Group").
2. This procedure sets out the Group's expectations of both managers and employees to attain acceptable standards of conduct and attendance at all times. The Group is committed to supporting and encouraging its employees in achieving this.
3. The aim of this procedure is to ensure that the Group follows a legal, fair and consistent process when dealing with any issues of performance and conduct.
4. As part of day to day interaction between manager and employee and through the individual staff appraisal, employees should continue to be made aware of the standard of their conduct and performance and any problems should have been highlighted and resolved. This procedure should normally be invoked if all attempts to deal with the issues informally have been exhausted or if the issues are so serious that the formal procedure should be immediately invoked.
5. This procedure does not form part of the contract of employment.
6. This procedure does not apply during the probationary period.
7. This procedure is mainly used to deal with misconduct. It does not apply to cases involving genuine sickness absence and capability. In those cases reference should be made to the Absence Management and Capability Procedures.

General Principles

8. The Group recognises the rights of employees to:
   - 8.1. know the standard of conduct expected of them
   - 8.2. be allowed to respond to any alleged fault or failing before taking any formal action
   - 8.3. be accompanied at formal meetings by a workplace colleague or Trade Union Representative.
9. No formal action will be taken under this policy without first holding a Disciplinary Hearing.

Grievance Procedure

Introduction

1/ This procedure will apply to ateb, West Wales Care & Repair and Mill Bay Homes Ltd (the "Group"). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.

2/ It is the purpose of this procedure to ensure a consistent, legal and equitable management of grievances in the Group, to enable employees to air any concerns that they may have about practices, policies or treatment from other individuals at work or from the Group itself.

3/ This procedure is non-contractual

Informal Stages

4/ The grievance procedure is not a substitute for good day-to-day communication. If an employee has a grievance about their employment they should discuss it with their Line Manager who should wherever possible, attempt to resolve the problem informally. A record should be kept of the informal stage.

5/ If the informal procedure is not suitable or does not resolve the problem the employee should initiate the formal procedure.

Grievance Process – Stage 1

6/ The grievance must be raised in writing, and sent to the employee's Department Manager or Department Director, or in the case of Directors to the Chief Executive. Where the grievance is against an employee's Department Manager, the grievance should be addressed to the HR Manager and the Group will identify an alternative manager to hear it.

7/ A meeting will be held within 10 working days of receipt of the written grievance to enable the employee to give full details. Sufficient time will then be allowed for the facts of the case to be considered and any investigation to take place and the outcome will then be notified to the employee within 10 working days of the meeting. The employee will have the right of appeal against the decision.

EV.5

Absence Management Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Limited (the "Group"). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.
2. It is the purpose of this procedure to ensure accurate recording and consistent and equitable management of sickness absence in the Group.
3. The Group, whilst recognising the need to consider the health and wellbeing of its employees, needs to ensure that it takes the necessary actions to reduce the levels of sickness and absence.
4. The Group will ensure the confidentiality of occupational health records at all times.
5. Employees who fail to comply with this procedure may have their sick pay entitlement withdrawn or amended and may also be subject to formal disciplinary proceedings.

Pre-Employment Health Questions

6. In accordance with the Equality Act, the Group will not ask job applicants about their health before offering a post (or before including them in a pool of candidates out of whom an individual will be selected to fill a post), except where such questions are necessary in order to:
   - 6.1. Monitor for diversity;
   - 6.2. Determine whether or not a reasonable adjustment needs to be made to the recruitment process;
   - 6.3. Determine whether or not an applicant is able to carry out a function intrinsic to the role; or
   - 6.4. Ensure that a disabled applicant benefits from any positive action measures in place.
7. It is the responsibility of each employee to report any major changes in their health, which may affect their ability to undertake duties effectively to comply with health and safety and to enable the Group to make

Performance Incentive Partnership Scheme

Introduction

1. The Pembrokeshire Housing Group ("Group") wishes to recognise the performance of its employees which it believes is key to its ability to meet the challenges of the future.
2. The purpose of this document is to set out the means by which performance and contribution is assessed, reviewed, and rewarded under the Performance Incentive Partnership Scheme (the "Scheme").
3. It aims to ensure accurate recording and consistent and equitable management of the Scheme across the Group.
4. The Scheme principles will apply to Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Ltd (Group). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.
5. The Group will review the scheme on an annual basis.
6. The Group makes all determinations relating to the Scheme in its sole discretion, including whether or not to pay an award and at what level. It reserves the right at its entire discretion, to amend, vary, discontinue, or completely withdraw the Scheme in its entirety from any or all employee(s), at any time, without notice and without compensation.

Scheme Principles

7. The Scheme operates by reference to the performance review period 1 April to 31 March (the "Scheme Year").
8. The Scheme Year will be subdivided into quarters ("Scheme Quarters") for monitoring purposes, these being:
   - 8.1. 1 April to 30 June
   - 8.2. 1 July to 30 September
   - 8.3. 1 October to 31 December
   - 8.4. 1 January to 31 March
9. The performance target/s will be set by the Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Boards on an annual basis.
10. Subject to the performance target/s being achieved, an award will be made to employees.

PEMBROKESHIRE HOUSING GROUP

Probationary Period Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Ltd (the "Group").
2. The aim of this procedure is to ensure that a consistent and robust process is followed for employees during their probationary periods.
3. Probationary periods are considered important in managing a new employee in a post and for providing a process for identifying training and development needs. They also allow the employee to become familiar with the culture and working environment of the organisation.
4. All new employees will be placed on a six month probationary period.
5. The Group's Disciplinary Procedure does not apply during probationary periods.

Responsibilities

6. Department Managers are responsible for implementing the procedure and as such should:
    - 6.1. make the requirements of the job clear
    - 6.2. ensure that the employee has appropriate support
    - 6.3. assist the employee in identifying any training and development requirements for the new role
    - 6.4. hold regular reviews with the employee to review progress during the probationary period
    - 6.5. ensure that the employee has completed their induction programme

Process

7. Throughout the six month probationary period the Department Manager should carry out regular one-to-one meetings with the employee. Meetings should cover the following:
    - 7.1. Progress with induction
    - 7.2. Reviewing performance

Learning and Development Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association Pembrokeshire Care & Repair and Mill Bay Homes Ltd (the "Group").
2. It is the purpose of this procedure to ensure the consistent and equitable management of learning and development in the Group.
3. As an accredited Investor in People employer the Group is committed to supporting its Board and employees to develop their effectiveness and increase job satisfaction to achieve their potential.
4. The Group recognises employee learning in the wider sense of mentoring, job shadowing, individual learning/courses, conferences and professional/technician study.
5. The Group also recognises employees have a responsibility to seek learning opportunities and to share/use new learning in their work.

Identification of Learning Needs

6. Learning and development will be identified in response to:
   - 6.1. General and job specific induction
   - 6.2. Annual Appraisal and Learning & Development review
   - 6.3. Promotion or change in responsibility
   - 6.4. Post learning evaluation
   - 6.5. Current and future business requirements

7. Learning and Development will encompass:
   - 7.1. Learning and Developing key skills to improve performance and/or meet changes in responsibilities
   - 7.2. Increasing professional/technician knowledge and experience
   - 7.3. Learning and Developing skills and knowledge to achieve operational targets and future business demands
   - 7.4. Personal and career development including competency based skills such as time management, delegation, etc

EV.9

Achieve Framework

The Vision has established a corporate vision of what 'good' should look like for ateb, the job of delivering this vision is down to us!

The Achieve Framework – What we individually need to focus on to improve our outcomes efficiency or customer experience. It aligns our collective effort to the achievement of The Vision.

So what does good alignment look like?

> We have a shared vision of what represents good for ateb.

> We know where we need to improve to be good.

> We all understand the impact we can have on each other – positively and negatively.

> We know when good has been delivered.

We must be clear on our individual achievement targets and how achieving them will better our service to customers and strengthen our core DNA.

So how does it work?

The achieve framework has the following steps:

Step 1: Annual Business Review

Annually we will review our performance against the requirements of The Vision.

Step 2: Team Review

The teams will review their objectives in relation to The Vision.

Step 3: 121 Meeting

Everyone will meet with their managers to set what they need to achieve to help their team, ateb and ultimately its customers to achieve our vision of good i.e. The Vision.

1/ Annual Business Review

Annually the Board and teams will:

> Review performance against The Manual and report on achievements and set priorities for improvement.

2/ Team Review

In our Team Reviews we will discuss the following:

> DNA/Leadership Style – does our team show and receive the ateb DNA/leadership style and where do we need to improve?

> Have we identified and prioritised the right improvement actions for the service areas we help deliver?

Service Delivery Group will coordinate the outcomes from the Team Reviews.

EV.9

Achieve Framework

3/ 121 Meeting

At the 121 we will:

> Review actions previously agreed.

> Identify any achievements in the last period.

> Review any special praise or thanks received.

> Set any follow on actions that are required.

> Set new actions.

> Discuss DNA and leadership style.

> Wellbeing Barometer.

> Identify any support, learning or development required.

You and your manager will agree a schedule of the 121's (there is no set time frame) to keep an eye on whether your actions are delivering the desired outcomes.

All 121 meetings will be confidential between line management and team member. The teams overall wellbeing barometer will feed into a company wellbeing barometer i.e. teams and individual team members will be anonymised. Line management will work with HR to agree, action and record support needs, reporting of support will be anonymised.

Supporting Our Teams To Do More

On a twice yearly basis we will prioritise learning and development based on:

> Maintaining statutory compliance for services.

> Supporting service improvement activities.

> Improving DNA and Leadership performance.

Learning and development will be a mixture of individual and corporate approaches and could be delivered through a range of methods e.g. internal courses, coaching and mentoring, eLearning etc. Every role profile will have a Passport to Work that states what learning and development is required for each role profile, this will mean keeping your passport up to date with the required learning and development.

Summary

We all have our role to play in making ateb a great company to work for and be a customer of. The achieve framework establishes we must individually achieve to collectively improve our services and promote our DNA and leadership style.

By setting your improvement actions you are making a statement about your commitment to improving and growing our services for our customers, ateb in return will commit to supporting you to achieve your outcomes.

Appraisal Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association, West Wales Care & Repair and Mill Bay Homes Limited (the "Group"). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.
2. The purpose of the appraisal is to implement a personal development review and performance management process that will ensure better links between business objectives, personal development and career progression.
3. The Group is committed to ensuring that all employees will, on an annual basis, have an appraisal meeting with their manager. This will result in a set of objectives reflecting personal and organisational goals for the forthcoming year, a personal development plan, and if necessary an updated job description.
4. All line managers are responsible and accountable for appraising their direct reports, and ensuring that a paper copy of the appraisal and PDP should be given to the appraisee.

Purpose

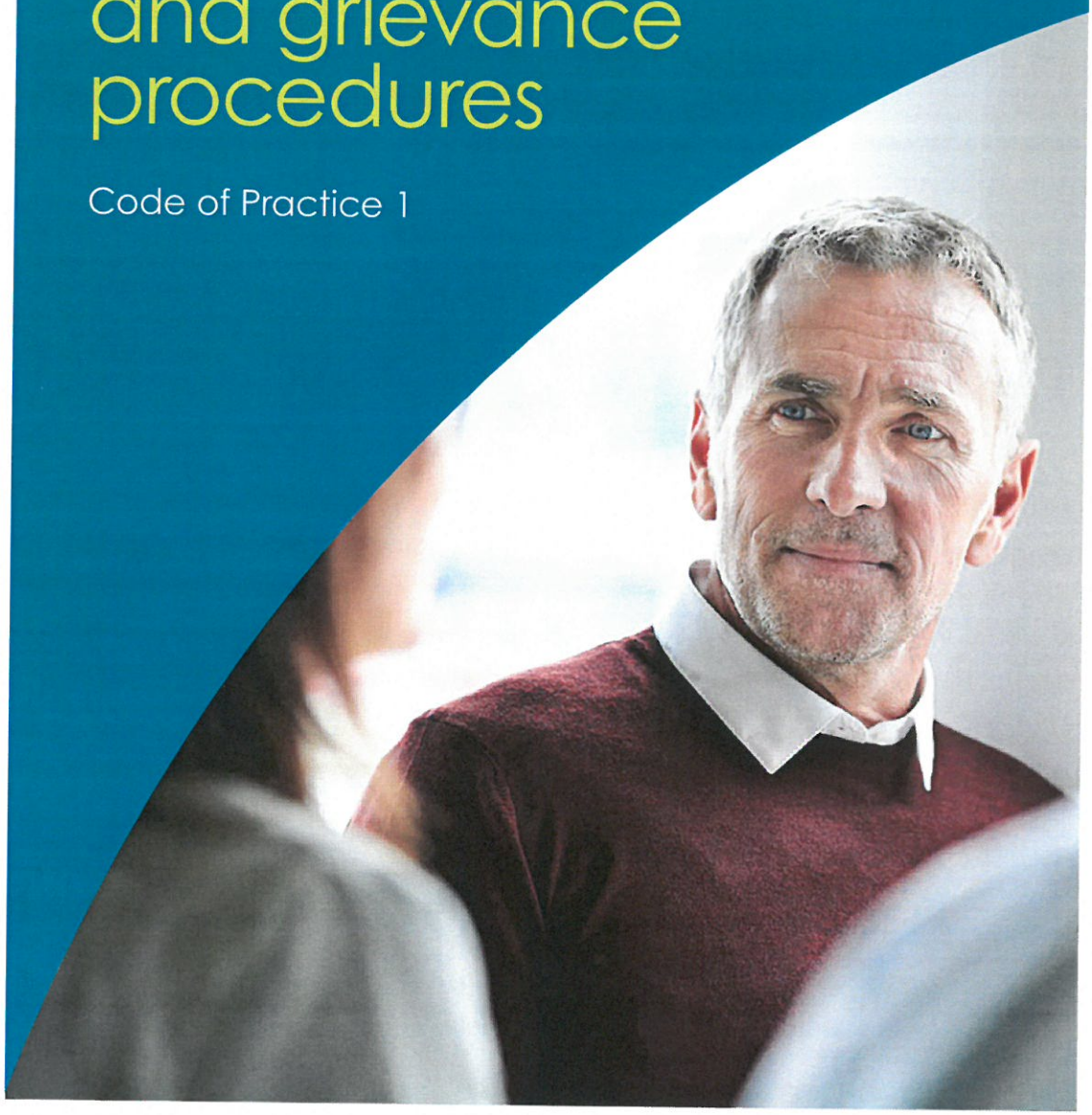
5. The purpose of the appraisal is to implement a personal development review and performance management process that will ensure better links between the business, personal development and career progression by:
   - 5.1. Enabling employees to understand their role and how their own personal effectiveness in that role contributes to the overall success of the team and Group;
   - 5.2. Reviewing evidence as to how employees are applying their knowledge and skills to meet the demands of their current post;
   - 5.3. Identifying where employees can usefully develop, in order to improve their personal effectiveness at work;
   - 5.4. Prioritising the development identified for the employee over the next 12 months;

acas working for everyone

EV.11

Code of practice on disciplinary and grievance procedures

Code of Practice 1



Contents

EV.11

Foreword **5**

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Discipline **9**

Keys to handling disciplinary issues in the workplace 9

Grievance **15**

Keys to handling grievances in the workplace 15

Note to reader

When dealing with requests to postpone a disciplinary hearing to accommodate the attendance of a worker's companion, readers of the Code will wish to be aware of the Employment Appeal Tribunal judgement in the case of Talon Engineering Ltd v Smith. Guidance on this issue is contained in the Discipline and Grievances at Work Guide which can be found on the Acas website.

Changes to legislation: *Equality Act 2010 is up to date with all changes known to be in force on or before 08 July 2019. There are changes that may be brought into force at a future date. Changes that have been made appear in the content and are referenced with annotations. (See end of Document for details) View outstanding changes*

EV.12

Equality Act 2010

CHAPTER 15

EQUALITY ACT 2010

PART 1

SOCIO-ECONOMIC INEQUALITIES

1 Public sector duty regarding socio-economic inequalities
2 Power to amend section 1
3 Enforcement

PART 2

EQUALITY: KEY CONCEPTS

CHAPTER 1

PROTECTED CHARACTERISTICS

4 The protected characteristics
5 Age
6 Disability
7 Gender reassignment
8 Marriage and civil partnership
9 Race
10 Religion or belief
11 Sex
12 Sexual orientation

CHAPTER 2

PROHIBITED CONDUCT

Equal Opportunities and Diversity Policy

Policy Statement

1. This policy will apply to Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Limited (the "Group").
2. The Group is fully committed to the principle of equal opportunities in employment and the delivery of its housing services.
3. This policy is aimed at eliminating discrimination and harassment, advancing equality of opportunity and fostering good relations, the principle underlying The Equality Act 2010. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation.
4. The principle of non-discrimination and equality of opportunity applies to the treatment of job applicants, staff, whether permanent or temporary, former staff, tenants, former tenants, potential tenants, visitors, contractors and suppliers.
5. The Group will actively oppose unlawful or unfair discrimination or harassment and believes in best practice in all aspects of its work. It will not tolerate any form of harassment, discrimination, victimisation or intimidation by Board Members, staff, consultants, contractors, suppliers, visitors or tenants, and will take appropriate action against any perpetrators of discrimination or harassment.
6. This policy is not contractual and may be amended at any time.

Responsibilities

7. The Group will require all consultants (legal, financial and technical) and contractors it employs to have in operation an equal opportunities policy or comply with the requirements of the Group's policy.

Confidential Referral of Employee to Occupational Health

EV.14

Notes for completion of this form

Line Manager: Please complete the **left hand** side of the form for **Sections 1** and **2** and **ALL** of **Section's 3** and **4**. Once complete please send the signed form to your Link Human Resources Advisor via the internal mail system.

Human Resources Advisor: Please complete the **right hand** side of **Sections 1** and **2**

If you have any queries in regard to the completion of this form please contact your Link Human Resources Advisor or Occupational Health

Long Term Absence (as defined in the Managing Sickness Absence Policy) ☐	**Short Term Absence** (as defined in the Managing Sickness Absence Policy) ☐	**Management Referral** X

Line Manager Name: _____ Human Resources Advisor Name: _____

SECTION 1. EMPLOYEE DETAILS

Employee Full Name: [redacted]

Date of Birth: [redacted]

Employee Number: [redacted]

Home Address: [redacted]

Home Phone Number: [redacted]

Mobile Phone Number:

Job Title: Electrician

Department/ Work Location: Meyler House

Post Conditions:

Night Worker	☐	Day Worker	X
Shift Work/rota	X	Manual Handling	☐
Confined Space Worker	☐	Outdoor Worker	☐
Driving	X	Machine Operating	☐

Working with Vulnerable Clients ☐

Outline of Duties:

See job description
Also had on-call responsibilities

National Insurance Number [redacted]

Employed Since: 01/04/2011

Employment in Current Role: 01/07/11

Member of Local Authority / Teachers Pension Scheme YES ☐ / NO X

Previous Referral to Occupational Health YES X / NO ☐

Contracted Hours of Employment: 37
(including any additional roles in other departments)

Job Description Attached YES X / NO ☐

SECTION 2. DETAILS OF ILLNESS / ABSENCE

Stated Illness (please provide a copy of GP Certificate if possible):

You have seen the employee in 2015, 2016 and 2017 on re-referrals regarding his illness

Is there any evidence that the illness or injury is caused or made worse by work – if so please provide details with this referral including a copy of the accident form and risk assessment.

Current Absence Details: N/A

First Date: _____

Last Date (if Known): _____

Previous Absence: _____

Date: _____ Duration: _____

Reason: _____

Date: _____ Duration: _____

Reason: _____

SECTION 3. INFORMATION REQUIRED IN REPORT FROM OCCUPATIONAL HEALTH

Please tick those for which information is required:

☐	1	Is there an underlying medical condition affecting this individuals performance or attendance at work?
☒	2	What is the likely timescale for the employee to return to work / recover from their condition?
☒	3	In your opinion does the health problem meet the criteria for disability as defined by the Equalities Act 2010 (previously the DDA).
☒	4	Is the employee's medical condition caused or made worse by work?
☐	5	If recovery is anticipated, what is the likelihood of recurrence in the foreseeable future, what nature might this take and what impact may it have on attendance and performance? Are there any steps that the authority can take to reduce the risk of recurrence?
☒	6	Is there any additional support that the authority could provide to the employee?
☒	7	Are there any short-term adjustments to the work tasks or environment that would help facilitate rehabilitation or an early return to work?
☒	8	Are any alteration or restriction's advised in regard to duties or tasks undertaken by the employee and if so please state if these are permanent or temporary and if they should include work tasks or environment.
☒	9	If the employee is unable to return to their current job, should medical redeployment be pursued? If so please provide advice in regard to suitable alternative employment options.

SECTION 4. MANAGER CONFIRMATION

By signing this referral I am confirming that I have discussed this referral with the employee concerned and have attached the following information:

[X]	The employee * has / [redacted] been informed of this referral.
[ ]	Line managers report attached to include: background information that would be relevant to assist the Occupational Health Professional with the case; for example, information from home visit, absence review notes or return to work interview notes.
[ ]	Information attached if necessary on the work situation that may be relevant to the employee's absence, such as outstanding disciplinary or grievance issues.

MANAGERS NAME: Joanne Thomas

JOB TITLE: HR Advisor

SIGNED: J. Thomas

DATE: 28/03/19

CONTACT NO: 01437 776950

Additional Information:

The employee was diagnosed with throat and mouth cancer in November 2014 and underwent chemotherapy and radiotherapy treatment. The employee has raised he feels lethargic and has aches and pains whilst working; the manager feels concerned about the drop in his performance due to this.

6 August 2019

Tuesday

August 2019

Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2019

Mo	Tu	We	Th	Fr	Sa	Su
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

	TUESDAY
	6
07	
08	
09	
10	
11	**Interview do's and don't - Equality & Diversity** Room 64
12	
13	
14	
15	**Sophie Willkinson** Room 58 Kate Houston
16	
17	
18	

Daily Task List

Arrange by: Due Date

Notes

EV.16

Joanne Thomas

From: Joanne Thomas
Sent: 29 July 2019 10:10
To: Tom Waters
Subject: Induction changes

Importance: High

Hi Tom

As you know, we are in the process of updating and modernising the current induction plan following my research project. We are introducing a new change which can be implemented immediately. As you have a recruitment campaign beginning shortly, I would like you to adopt the new change with your new recruit. Following your recruitment and appointment of the new recruit, please keep in contact with the new recruit from the offer to their first day. There are some interesting statistics highlighting the importance of contact from offer; research has shown an alarming amount of new recruits who do not start because they did not receive contact from offer.

I would suggest a phone call to the mew recruit in the days leading up to their first day, letting them know how excited we are for them to start and to see if they have any worries or questions we can help them with. During the period from offer to first day, you can also send them some corporate and departmental documents which they can read in their leisure to help them feel settled and understand Ateb more before the first day. It should be light and not to overload them but make them feel welcome and feel like they have made the right decision.

We are in the process of updating our documents to include these new changes before formally rolling it out however, this will not be done in time for your new recruit. I will meet with you after the appointment of the new recruit so I can inform you of some of our new changes and provide some guidance of how to embed these changes in your departmental induction.

Any questions please let me know.

Many thanks

Jo
HR Advisor

WITNESS STATEMENT

To whoever it may concern

I have worked alongside Joanne Thomas for past three years

Joanne has been working with the maintenance team arranging the mandatory annual asbestos training.

Joanne refers to me the Health and Safety Manager, for support and guidance on the mandatory annual asbestos training, where all attendees were required to be clean shaven to undertake a face fit test for Person Protective Equipment (PPE) purposes.

One employee refused to shave which Joanne understood would void the face fit test. Joanne referred to me the Health and Safety Manager for advice; I informed Joanne that a specialised air feed mask could be purchased which would allow the employee to complete the face fit test and undertake asbestos removal duties.

I worked with the employee's line manager advising on suitable alternative air feed masks. I therefore, agree that Joanne works in conjunction with other teams to gain the relevant expertise to undertake her duties.

Joanne produces an ongoing report from the L&D programme this includes number of courses, pass rate number etc.

All work is carried out to meet the needs of other employees, time scales & budgets. I agree that Joanne undertake this in line with the company policy.

Name: Seamus Doyle

Role: Health, Safety & Regulations Manager

Joanne Thomas

From: Scott Nash
Sent: 24 May 2019 08:35
To: Joanne Thomas
Subject: Witness Statement

Hi Jo

Please find below a witness statement regarding situations you have helped me with Performance Management –

Caseworker Induction Process

Care & Repair do not have many turnover of staff. Therefore for a recent new starter Jo was able to support me to develop an effective induction plan by ensuring I understood my role in the induction. Jo advised me to discuss the role profile with the new starter so she was clear about her roles and responsibilities from the start. Jo also advised me to discuss the relevant departmental policies and procedures with the caseworker to ensure she had an understanding of how the policies and procedures affect her work and role within the team.

Grievance

A handyperson was aggravated regarding mandatory asbestos training he had to attend. Jo contacted me immediately and made me aware of the grievance. Jo explained to me the issue and how this could impact his training if he did not undertake the face fit test which is an essential part of the training. Jo liaised with the H&S Manager for advice regarding Asbestos and Face Fit Testing. Jo also advised me to consider his role and if asbestos work plays a major part. If it did not, the impact is minimal and we would not need to move towards more formal measures as he was refusing to undertake a mandatory part of his role, as a result putting his health & safety at risk. Jo encouraged me to speak to the handyperson as soon as possible to ensure his grievance was acknowledged. Upon the advice of the H&S Manager, Jo advised me to purchase a specialised mask so the handyperson can conduct Asbestos work and have a beard. Jo dealt with the grievance in a timely manner, finding out the relevant information quickly to resolve the issue quickly and accurately.

Sickness

Jo and myself met with an administrator to discuss her frequent short term sickness absence. Jo supported me by explaining the absence management procedure, including triggers, so I could effectively lead the meeting. The administrator did not raise any underlying issues affecting her sickness and as a result of the meeting, her sickness levels has improved.

Regards

Scott

Scott Nash, Senior Technical Officer
West Wales Care & Repair

Tel: 01437 763688

Fax: 01437 763997

Email: scott.nash@pembs-ha.co.uk

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Care & Repair
Gofal a Thrwsio

EV.19

Joanne Thomas

From: Joanne Thomas
Sent: 13 November 2018 17:44
To: Anna McAndrew
Cc: Amy Williams
Subject: HSE Questionnaire

Importance: High

Hi Anna

Thanks for meeting with Amy and I last Tuesday to discuss the results from your HSE questionnaire and complete the wellbeing wheel. I hope you've found this a useful exercise and the action points discussed will help reduce your levels of stress.

As discussed, we identified that the majority of your stress is the level of work you are currently completing, as you are finishing the backlog of support files and also learning how to complete the new paperwork. However, your tenants heavily contribute to your stress levels as you feel their constant contact and persistence to speak with you has a detrimental effect on your time management resulting in not getting tasks done when you want to, or prevents you from taking a satisfactory break.

We discussed a number of actions points which I have listed below:

1. Complete the outstanding support files as a priority. You said once this backlog is completed, it will alleviate a lot of your stress and free up your time to complete other tasks.

2. Finding an alternative place to work on occasions to avoid disturbances. This could include working from home, at Meyler House or another scheme. We suggested to plan this ahead of time so you can take the relevant work home the day before so you don't have to go to your scheme the next morning and potentially be side-tracked by tenants.

3. Ensuring you take a satisfactory lunch break and considering other places to take your break so you're not disturbed, such as in a local café, or at Karen's scheme in the staff room. You also suggested sitting in your car however I would recommend a more comfortable environment so you can enjoy your break.

4. Pre-planning your tasks in your diary. You said you feel panicked knowing you had tasks to complete with the deadline approaching. By having it in your diary, it will give you some reassurance that you've planned ahead; you can make plans to complete the work in a different location again.

5. Meet with Lleucu to discuss the role in more detail as she may have a different perspective or ideas of how to complete tasks as she has no knowledge of the previous role. Also it will be an opportunity to further build on your working relationship.

6. Further discuss the role and queries with Amy or Jayne if you still feel you are having difficulties. Amy said she would include this on the next team meeting agenda to give everyone the opportunity to consider issues they are experiencing and discuss it with the team to problem solve.

7. Amy can use the PAL (Personal Achievement Log) during your supervisions to identify clear objectives and log any support needed.

8. Speak to Ali Evans about visiting your scheme to deliver a workshop setting up and self-managing tenant groups. You said the events tenant group did start to self-manage however are leaning on you again for support.

I'll get in touch after Christmas to review the action points. However if you still have concerns or are continuing to feel stressed please raise this to Amy, Jayne or myself as we are here to help you.

Kind regards
Jo

Outcome 2

Line managers are adopting many HR responsibilities as HR moves into the strategic field therefore, they are key to implementing HR policies and procedures and supporting performance management within their teams. Line manager behaviours must align with organisational policies and should adopt management approaches to support individuals to develop engagement and motivation (CIPD, 2018b). For line managers to implement HR policies effectively, I ensure they understand HR policies fully by providing guidance in update sessions and providing ad-hoc advice and support when required. A new line manager was unaware of the flexibility surrounding the Family Leave policy therefore, I sent an e-mail advising on the options available to her team member (EV.20).

In recent years, Ateb's culture and management style has changed from a traditional fashion, adopting a more modern approach based on trust and continuous feedback however, there has been resistance from managers. Therefore, Ateb has created a bespoke leadership course for all senior and line managers, focussing on aligning behaviours to Ateb's culture and management style. I evaluate the session following each workshop (EV.21), identifying areas for improvements, to ensure managers are developing and feel it is contributing to the service they provide. I gather the feedback and liaise with the course provider.

The HR department is planning to replace the current time and attendance system with a system which aligns with our new working practices. The traditional clocking in/out system is being replaced with a trust clock system whereby, employees can create their own working patterns providing they adhere to the overarching principles (EV.22). Therefore, managers will need to a system where they can view their teams time, attendance and absences including annual leave, sickness and agile working; this will allow managers to effectively manage the performance of their team by ensuring there is sufficient cover and agile working arrangements are meeting the overarching principles. A system was identified and a trial period initiated; I selected a sample of managers and staff to trial the system and identified a range of tasks for the sample to attempt which will help to manage the performance of the team for example absence recording (EV.23). I gathered feedback using a survey to analyse whether the system will be an effective replacement (EV.24). This process supported line managers in their time and attendance activities by ensuring an effective system is in place to manage their staff with ease.

I recently supported a line manager who had a member of staff who was having frequent short-term sickness absence. I supported the line manager by explaining the absence management procedure and absence triggers we have in place; furthermore, we looked back at the employee absence history so the line manager could understand how the triggers were hit. I informed the line manager he would be responsible for leading the meeting to improve his capability for handling absence management however, I was in the meeting to provide support should it be required (EV.18).

I ensure appropriate file notes are created should line managers raise performance management issues or following performance management activities. This keeps a

record of incidents of performance management issues which can support line managers should further action be taken, such as capability or disciplinary. Recently, I supported a line manager to deal with a performance issue whereby, a member of staff was refusing to use lone working equipment thus putting themselves at risk. I advised to deal with it informally by discussing the issues and making the employee aware it could lead to disciplinary action. I documented the meeting and agreed actions following the meeting (EV.25).

A new starter was recently appointed however, the line manager had little experience in onboarding as usually the senior manager would do this however, the line manager was now expected to complete this. I coached the line manager by firstly explaining the onboarding process and HR's expectations of how line managers should deliver an effective onboarding programme. I met with the line manager before the new starter began to check if he needed further support and to provide advice about the onboarding programme he had developed. With my support, the line manager was able to develop an onboarding programme which clearly set out the new starter's responsibilities and Ateb's expectations (EV.18).

I facilitate learning and development and recently identified some development needs in line managers regarding boundaries. Due to the small organisation and teams, line managers often form friendships however, for some line managers this has become an issue whereby they are not managing effectively and seen to be treating others favourably thus, isolating others. I identified line management training with Acas and with the authorisation of my manager, I booked the training and raised the issue with Acas so it could be covered in the training (EV.26). The training helped to enhance line manager capabilities by raising awareness of professional boundaries and how to maintain in the workplace.

During the soft implementation of the Achieve Framework across many departments, I met with line managers to train them on the framework; I explained the purpose of the framework, Ateb's expectations of line managers using the framework, how to use the Framework recording system and recently, I have been seeking feedback before the official implementation takes place (EV.27). It is important line managers understand the importance of using the Framework and how it will contribute to individual and organisational performance. Taylor (2016) emphasises the importance of providing appraisal training for managers and evaluating its effectiveness, as performance can be affected if the appraisal is poorly conducted.

Alongside the implementation of the Achieve Framework, the traditional job description is being replaced with role profiles for all employees across Ateb. Previously, employee duties were detailed and specific in the job description and did not include corporate responsibilities, competencies or expected behaviours; this led to some resistance in employees when asked to undertake reasonable and relevant duties which weren't listed in their job description, furthermore, they would be reluctant to participate in corporate responsibilities such as health and safety. Role profiles include corporate responsibilities and the duties associated with the role are less detailed to allow for flexibility and enhancement of individual and organisational performance. Furthermore, the duties in the role profile relate to the key static

departmental objectives to create a sense of alignment and an understanding of how individual duties contribute to organisational objectives.

The Achieve Framework works most effectively when an employee has a role profile, as the objectives set within the Framework relate to role and corporate responsibilities such as relevant projects and health and safety reporting. Therefore, following the launch of role profiles delivered by HR, I have met with line managers to support them to write role profiles for their own and team roles. There has been resistance from some managers as they struggle to adopt the new style whilst also receiving resistance from their own team members. I therefore, regularly encourage and chase managers to submit draft and final role profiles, whilst continually offering my advice and support. I role model the expected Ateb behaviours and speak positively of role profiles to resistant staff members to help guide them gently through the changing culture and business processes. I have met with a line manager and their team member to discuss the role profile and to review their job description, in order to advise on how to translate their duties into the role profile style (EV.28). If I believe a line manager is struggling with implementing role profiles, I will offer further training and support.

As the Achieve Framework has not been implemented formally across all departments, not all line managers are using it to performance manage their teams. If a line manager raises concerns about performance, I will advise them to adopt the Achieve Framework as it is used to record objectives which can be related to enhancing performance. I advise that the Framework is continually used with regular updates and continuous feedback, noting previous actions in order to monitor any progress. If the line manager has not used the Framework before, I will offer training to develop their capabilities.

Joanne Thomas

From: Scott Nash
Sent: 24 May 2019 08:35
To: Joanne Thomas
Subject: Witness Statement

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Regards

Scott

Scott Nash, Senior Technical Officer
West Wales Care & Repair

Tel: 01437 763688

Fax: 01437 763997

Email: scott.nash@pembs-ha.co.uk

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EV.20

Joanne Thomas

From: Joanne Thomas
Sent: 27 July 2019 09:57
To: Lleucu Powel
Subject: RE: Leave

Hi Lleucu

Bill can use Family Leave – this is used for dependents for pre-planned appointments such as hospital. Usually this would be worked back or taken off a flexi balance. As he does not have a flexi balance, he could use his TOIL balance to pay off the Family Leave time.

For example, if he uses one day of Family Leave (7 hours 30 minutes), if he had 5 hours of TOIL available, he could use this towards Family Leave and then work back the remaining 2 hours 30 minutes. Working back time should happen within a flexi period, if it's near the end of the flexi period it can be extended to the following period; ideally, we don't want to see somebody taking months to work back a few hours.

I don't know what his TOIL balance but let me know how much Family Leave and annual leave he would like to take and I will update the system. If he doesn't have any TOIL, he could use Family Leave and just work back hours providing that fits with your team.

Hope that makes sense. Feel free to give me a call or pop in if you're not sure and I can go over the policy in person.

Many thanks

Jo
People Advisor

From: Lleucu Powel <Lleucu.Powel@atebgroup.co.uk>
Sent: 22 July 2019 17:31
To: Joanne Thomas <Joanne.Thomas@atebgroup.co.uk>
Subject: Leave

Hi Jo,

Bill has to take time off work due to his daughter having an operation.

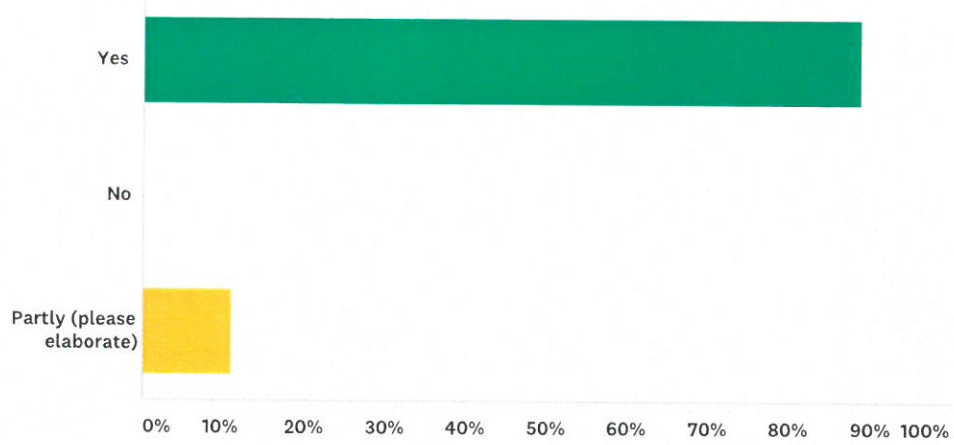
Does he need to take annual leave or would any other leave be able to cover this?
He's looking at taking 4 days off.

Many thanks,
Lleucu
Senior Scheme Manager

EV.21

Q1 Did the session meet its learning objective? (see objectives above)

Answered: 9 Skipped: 0



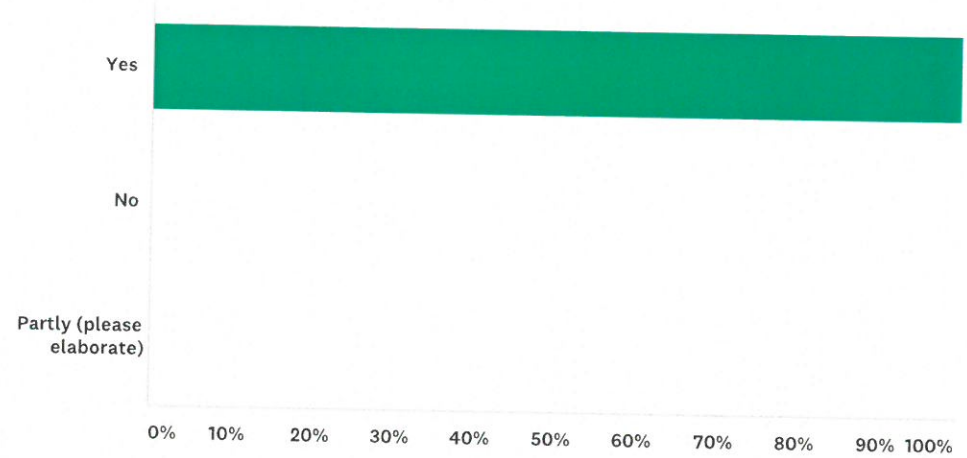
ANSWER CHOICES	RESPONSES	
Yes	88.89%	8
No	0.00%	0
Partly (please elaborate)	11.11%	1
TOTAL		9

#	PARTLY (PLEASE ELABORATE)	DATE
1	There are lots of tools covered but limited practical exercises.	6/25/2019 12:30 PM

EV.21

Q2 Did this training help you to improve the service you provide?

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	9
No	0.00%	0
Partly (please elaborate)	0.00%	0
TOTAL		9

#	PARTLY (PLEASE ELABORATE)	DATE
	There are no responses.	

EV.21

Q12 Please provide any additional feedback in the box below.

Answered: 3 Skipped: 6

#	RESPONSES	DATE
1	Always good as it bring the management team together as one.	6/25/2019 5:57 PM
2	Another enjoyable and informative 2 days, looking forward to the next one!	6/25/2019 4:34 PM
3	I thought the red/blue should not have been at the end of the day and the end of the second day was a bit "long", perhaps an activity to get us going again before the end of the day. I really enjoyed once again, loads of things to think about	6/25/2019 12:33 PM

The Trust Clock

EV.22

> We must always respect the @ateb leading principle.

> We must all be accountable for the standard hours we are required to work each week.

> We will seek to offer services within our operating parameters of 8-6 with agreed exceptions and 24hr digital support.

> Our standard full time working hours will be 37 hours per week with 'normal operating hours' for reception and telephones 9:00-5:00pm Mon–Thu. 9.00-4.30pm Fri.

How will this work in practise?

> Working arrangements mustn't breach employment law. How will this work in practice?

1/ CUSTOMER – Teams need to review their service area responsibilities, identify their customers and be clear what their customers demand of them across the operating hours.

2/ STANDARD HOURS PER WEEK – Having established their service area and customer requirements, the team should be able to set the start and finish time for each team member across the week to show how their standard hours will be met.

3/ FLEXIBILITY – Everyone works their hours, but we recognise that sometimes there needs to be flexibility from either ateb or the team member.

Examples could be:

ateb:

> A visit to a customer out of hours
> A meeting runs on
> A early or late customer visit

Team Member:

> I fancy a longer lunch
> I want to get away early
> I need to take my child to the doctor
> I fancy going home early

Assuming we are not breaking the leading principle!

The above flexibility will happen on a 'give and take' basis, i.e. if I take an extra hour's lunch – I will make it up over the next few days, if I am asked to complete a report that takes an extra hour – I will take it back over the next couple of days. **CHECK: The leading principle must not be broken**. The Trust Clock is not a mechanism for 'building up additional holiday', ateb will provide a competitive annual leave allowance that the teams will be able to use flexibly for planned time off.

4/ MONITORING THE TRUST CLOCK – You will not be required to clock in and out to record your hours, however you will need to let us know where you are working from so that we know where you are and that you are safe. We will invest in technology that will allow us to do this. Managers will manage outcomes. If team members or managers become concerned that the trust clock is being abused, then this will be raised by the manager as an action that needs addressing on their achievement log and monitored.

5/ WHAT ABOUT SICKNESS AND MEDICAL APPOINTMENTS? – If you are sick, you will need to let us know and the sickness policy will apply. If you have a routine medical appointment, you should try and arrange it at a convenient time that meets the leading principle, you will not be required to make the time up.

6/ HOW ABOUT HOLIDAY? – ateb will provide a competitive annual leave allowance which we will encourage you to take. You will be able to take your holiday in hours and you will be able to carry over 5 days leave from one year to the next. We will not buy back annual leave, we want you to take time out! If there is a need to take more leave than the allowance you have, your manager will discuss the options available. **CHECK: The leading principle must not be broken**.

7/ WHAT ABOUT SPECIAL LEAVE? – ateb will support you where there are times you may need to take 'Special Leave' e.g. bereavements, other personally stressful situations or activities you may undertake to develop yourself and the profile of ateb. Where this happens, we will agree a special leave of absence particular to your circumstances.

8/ HOW WILL I RECORD HOLIDAY SICKNESS AND SPECIAL LEAVE? – We will invest in technology to allow team members to plan their holiday and record their sickness and special leave.

EV.23

Joanne Thomas

From: Joanne Thomas
Sent: 20 June 2019 20:28
To: Nick Hampshire; Mark Lewis; Ceri Barnett; Julie John; Debbie Yates; Steve Townley; Lyndsey Dafoe; Kingsley Oliver; Adam Clarke; Wes Cole; Jonathan Cole; John Davies; Julie Edwards; David Evans; Gary Meskimmon; Peter Owen; Aled Roberts; Sam Stalbow; Andrew Thomas; Jayne O'Hara; Lee Bridges; Sharon Jenkins; Cheryl Morgans; Clayton Gobbi; Jess James
Cc: Victoria Evans; Kate Houston
Subject: Who's Off Trial
Attachments: Who's off trial Updated.pdf

Importance: High

Hi all

We are trialling a new staff leave system called Who's Off and you have been selected to try out the system – lucky you! I have attached a document with more information about the system, why we are trialling it and a number of tasks we would like you to attempt. We will be sending out a survey at the end of the trial to get your feedback.

The trial ends on the 26th July so we haven't got long – please use the system as much as possible for real leave events and made up scenarios, completing all the tasks we've set so you can experience as many functions as possible.

The system is easy to use and self-explanatory so please get started. Kate and I will check in over the next week but please ask for help if you're stuck in the meantime.

You should have received an email from Who's Off today which will provide you with the link to log-in and your password. Please let me know if you haven't had this.

Many thanks

Jo

EV.23

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Who's Off Trial

What is Who's Off?

Who's Off is an online/app system for employees to request and record leave. We have added a few different types of leave to the system but would welcome your feedback around this e.g. we have included working from home as this could be useful, but there may be other things you would like to see.- just let us know.

Why are we trialling it?

We are looking at a more user friendly system to replace Capture IT, one that will support ateb with its aim of becoming a more agile workplace. The trial is important as we need to make sure that any new system we invest in achieves the right outcomes for us all.

What do you need to do?

We have listed a number of things we would like you to try – please have a go at them all (and anything else you think you would like to try). Don't' worry though this is all fictitious so it won't affect your absence record in any way!

There is a Who's Off app you can download onto your mobile devices – we would love you to try this if you can.

At the end of the trial we will be sending out a survey to obtain your feedback – but you don't have to wait until then to let us know your views; if there is something you are not sure of then come and see us.

Your help and feedback are appreciated

Thank you.

HR team

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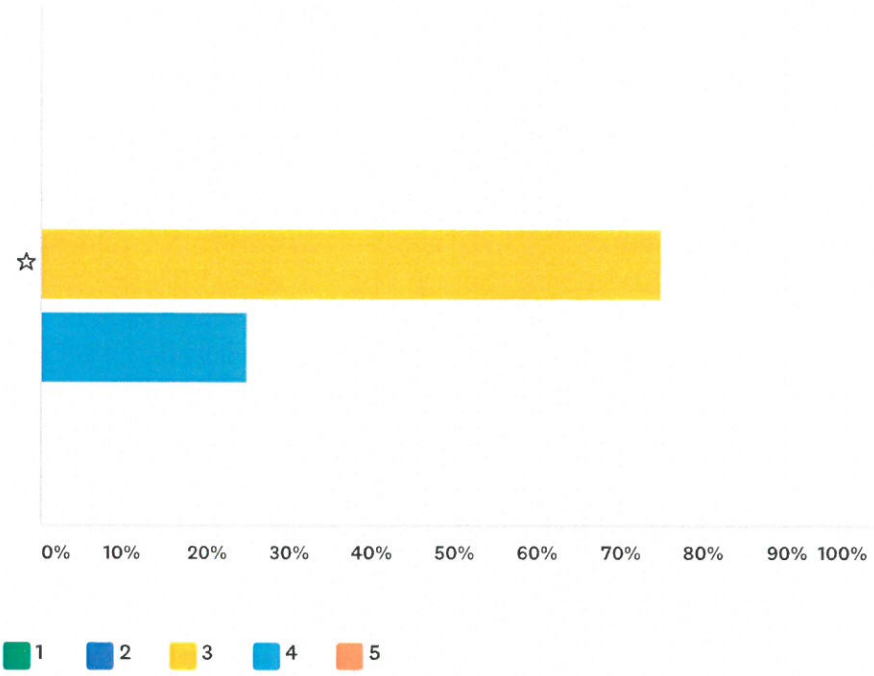
Things to try....

1. Book a period of annual leave in hours
2. Book a period of annual leave in days
3. Book a period of sickness
4. Book a period of 'special leave' i.e. compassionate leave
    i. Was it easy to find out if any of your leave requests were approved or declined? Please make a note of this for your feedback.
5. Schedule a working from home day
6. Look at the team calendar overview to see who's off
    a. Was it easy to identify who was off/ how many colleagues were off on one day? Was this helpful to you when looking to book leave?
    b. Check to see if you can see your colleagues leave codes i.e. sickness type. Please make a note of this as this is very important to us regarding confidentiality!
7. Sync Who's Off with your Outlook calendar
8. (If you are an 'approver' i.e. line manager) Approve and decline numerous leave requests.
9. Update your personal details, profile and emergency contacts in the relevant section

Please attempt these tasks regularly and log-in as often as possible to familiarise yourself with the system.

Q1 Please rate how much you liked the Who's Off system. 5 = loved it, 3 = satisfactory, 1 = hated it.

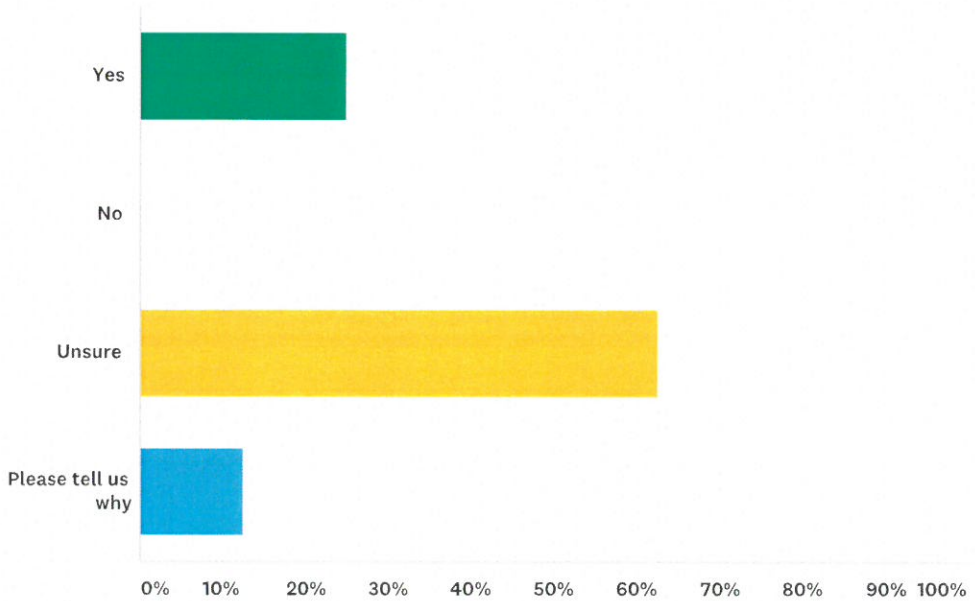
Answered: 8 Skipped: 0



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	75.00% 6	25.00% 2	0.00% 0	8	3.25

Q2 Do you feel Who's Off works well for you and your department?

Answered: 8 Skipped: 0

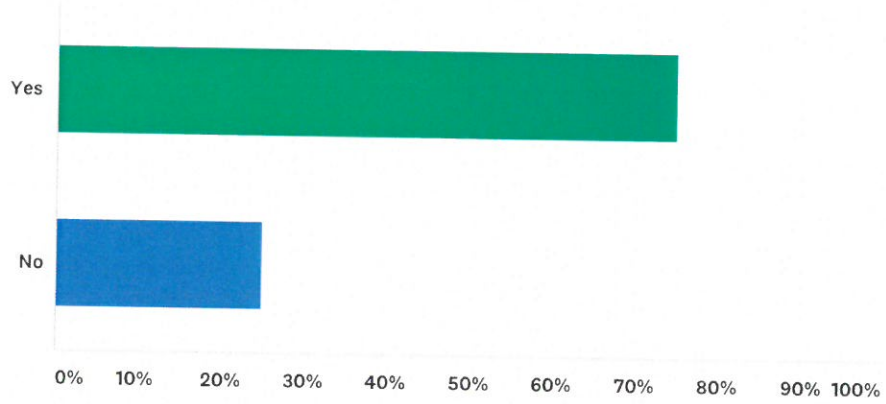


ANSWER CHOICES	RESPONSES

EV.24

Q11 Would you find this useful to use in replace of CaptureIT to record your leave requests?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	75.00%	6
No	25.00%	2
TOTAL		8

Q12 Please tell us any other feedback that you have

Answered: 3 Skipped: 5

#	RESPONSES	DATE
1	i didnt like the fact that other people could see sickness absence	8/9/2019 11:14 AM
2	Didn't really use it to its full potential, but I think it would be better than CaptureIT	8/9/2019 10:48 AM
3	I can't tell how well it worked because not everyone used it, it needs to be rolled out properly if we are to use it in the future.	8/9/2019 10:46 AM

FILE NOTE – 8th May 2019

Skyguard Usage – Gareth Bowen

It was flagged on the Skyguard system that Gareth had failed to turn his Skyguard device on for 30 days. When Gareth was asked why he has not used his device, he claimed there was an issue with the device. Antony James – Maintenance Manager, contacted Skyguard who completed a series of remote checks and reported that there were no issues with the device. When Antony informed Gareth of this, Gareth became very aggressive.

David Pannell – M&E Supervisor, invited Gareth in for a meeting to discuss Skyguard usage and to raise the aggressive behaviour; Joanne Thomas – HR Advisor, attended this meeting. At the meeting Gareth apologised for his behaviour and explained it was out of character and it wouldn't happen again. When questioned about the Skyguard usage, he maintained it didn't work but occasionally he would forget. David and Joanne reiterated the health and safety reasons of using Skyguard and explained if Gareth continued to fail to use his device, it would lead to disciplinary action. Gareth understood the reason why he needs to use and agreed he would use it on a daily basis, and should any issues occur with his device he would report it without delay.



Signed:

Joanne Thomas

END OF NOTE

EV.26

Joanne Thomas

From: Joanne Thomas
Sent: 06 August 2018 15:52
To: Gill Mason
Subject: RE: Acas contract

Importance: High

Hi Gill

Thank you for sending the contract. Unfortunately it will need amendment as I am having to source a venue in the local area as our training room is no longer available. I hope to find a suitable venue this week. Hope this will not be a problem.

With regards to the content of the training, we would like a focus on how to be effective as a manager, communication skills, questioning skills, how to motivate and delegate well. We are covering policies/sickness absence/paperwork etc in our in-house supervisor toolkit sessions. Our main reason for booking this training is to teach managers how to be managers – a number of our line managers do not manage effectively. Key issues we face:

- Electronic communication – line managers will communicate via email instead of face-to-face or having meetings despite being in the same office. Tone of voice is picked up incorrectly via email and it has escalated the situation unnecessarily.
- Favouritism within teams
- Not always respectful of other people's views
- Not fair and consistent – ties in with favouritism
- Poor team induction. HR provides a local induction on their first day but some new starters are left to fend for themselves once released to their team.

I'd like to go into a bit more detail and give you info about an individual attending – please can you give me a call when you are free? I'm here tomorrow and Wednesday however I am on leave from Thursday to the 20th. Available for a phone call this week or when I return.

Many thanks

Jo
HR Advisor

From: Gill Mason [mailto:GMASON@acas.org.uk]
Sent: 26 July 2018 14:36
To: Joanne Thomas
Subject: Acas contract

Hi Joanne

Thank you for confirming the dates for training.

Please find attached the training agreement (contract) for you to check, sign and return to events@acas.org.uk for the attention of the Acas Customer Services team.
It's important to include any specifics for your invoice including invoice contact and address if they differ from the details you have already provided. If your organisation requires a purchase order number please indicate this or provide with the PO number in the relevant section of the contract.

Kind regards



Gillian Mason
gmason@acas.org.uk
Senior Adviser
acas working for everyone
Third Floor, Crown Way, CARDIFF CF14 3UO
t 0330 1093122
m 07760 273500
Twitter: gmason2000
Website | Twitter | Facebook | LinkedIn | YouTube

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For more information about any of our services, visit our website at www.acas.org.uk

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Joanne Thomas

EV.27

From: Joanne Thomas
Sent: 22 August 2019 11:02
To: Matthew Owens (MillBayHomes)
Subject: Achieve Feedback

Hi Matt

I know you've been using the Achieve Framework with your teams – I need to gather some feedback about what you think of the framework and if you have identified any improvements. I am mostly available next week, if you are free please may I arrange a quick meeting to discuss this. If you are unavailable, please could you email me your thoughts.

Many thanks

Jo
People Advisor

EV.28

Joanne Thomas

From: Tom Waters
Sent: 24 July 2019 15:36
To: Joanne Thomas
Subject: Re: Role Profiles

Thanks Jo.

It was great to have you attend our team meeting, everyone found it very helpful and are now working on transferring their profiles.

Draft role profiles will be with you shortly.

Many thanks,

Tom.

On 24 July 2019 14:54, Joanne Thomas <Joanne.Thomas@atebgroup.co.uk> wrote:

Hi Tom

It was good meeting with you and your team recently to discuss role profiles. I hope they have a better understanding of why we are transferring to role profiles and how they can transfer their job description duties into a role profile style/format.

I haven't received draft copies of any role profiles yet so just wanted to touch base and check if there are any issues. If you and your team are struggling, please let me know and I'd be happy to go over it again and provide more support.

Many thanks

Jo

HR Advisor

Outcome 3

Performance management activities include motivating staff, monitoring staff contributions, developing staff, acknowledge good performance, and address and improve poor performance. Good performance management practices will enhance the outcomes for the organisation and individual. Employers should; set objectives and expected behaviours which can be used to measure performance; have regular conversations about staff development, being a continuous effort; and objectives should be monitored and reviewed regularly to ensure they still align with organisational objectives (Acas, ND). CIPD (2018a) further notes that good performance management is focused around continuous feedback and its approach should align with organisational strategy and culture and can be both informal and formal.

At Ateb, the approach to performance management has changed and is continuing to evolve to align with its culture and working practices. Previously, line managers would often ignore signs of performance management issues until it had escalated and became a bigger more formal issue; whereas, Ateb is now encouraging managers to adopt regular conversations to identify and address any signs of performance management, as a means to resolving the issue early and often informally. Ateb is actively supporting managers to adopt this approach to performance management through the bespoke leadership programme Opsis and promotion and encouragement of the Achieve Framework, where regular conversations and continuous feedback is central.

Cappelli and Tavis (2016) explain that the traditional appraisal can be an unnecessary investment in working hours, it's admin heavy, restricts creativity, lacks innovation and focuses on past behaviours instead of focusing on improving current and future performance. For these reasons, 70% of multinational companies including leading companies, from Adobe to Deloitte, are adopting the modern approach of frequent check-ins providing continuous feedback. Therefore, it is clear that Ateb is following HRM trends through the development and implementation of the Achieve Feedback.

However, Cappelli and Tavis (2016) further notes that modern performance management can increase the centrality of teamwork, seeing collaboration across departments to achieve wider organisational objectives. The Achieve Framework does not link other teams or departments, as they are managed by the relevant department manager with no input from other areas of the business. SHRM (ND) highlights that having shared goals and collaboration can result in performance excellence and superior results.

The Achieve Framework also focuses on development by identifying areas for support. The support provided can include a range of activities including formal training, shadowing opportunities, studying a qualification or in-house systems training; these activities improve the development of employee skills and knowledge thus contributing to individual and organisational performance. However, it would be useful if the Achieve Framework could identify support patterns or the same or

similar area of support; this would allow individuals and team to access the same support together to increase development on a wider scale.

Whilst feedback of the Achieve Framework have been sought from managers who use the Framework (EV.27), there is no process in place to seek feedback from employees using the framework with their manager. I would recommend before the formal implementation that an evaluation process is developed, in order to measure the effectiveness of the framework and identify any improvements and developments.

Taylor (2016) identify that successful organisations adopt high performance working (HPW) across their working practices; HPW can result in employees demonstrating commitment and determination to succeed which in turn contribute to superior performance. Various research studies have been conducted to conclude if superior business performance is a result of HPW practices. Pfeffer first researched the link between HPW and performance and found that successful organisations adopted a range of HR practices whereas, less successful organisations did not utilise the same range of practices (Hutchinson, 2013; Taylor, 2016). Many organisations maximise their performance by fostering high performance work systems (HPWS), which is a bundle of best practice HR activities.

HPWS are in place at Ateb where a range of robust HR practices are in place to sustain high performance. These practices include:

- Job security
- Fair and consistent grievance process
- Investment in learning & development
- Sophisticated recruitment process
- Participation in decision-making
- Transparent information sharing
- Effective appraisals
- Flexible working
- Work/Life balance
- Harmonised terms and conditions

Ateb maintains a robust and sophisticated recruitment system to recruit new talent, encouraging applicants from a wide talent pool and increasingly using evidence-based decision making when hiring. Every employee must exhibit the same twelve personal attributes and characteristics; the level of competency for each attribute or characteristics may vary across role grade however, the same principle applies. The personal attributes and characteristics are detailed in the role profile which exists for every recruitment campaign therefore, clearly specifying to applicants Ateb's expectations. The candidate's attributes and characteristics are first measured in the application as we ask applicants to clearly evidence they possess these requirements (EV.29). The requirements are further tested at interview as interview questions are tailored to the role profile attributes and characteristic requirements, alongside duties; the interview questions also include DNA (EV.30) questions to

ensure the applicant also possess the correct behaviours and cultural practices. These measurements help HR and teams to identify the best talent who can deliver the expected results to enhance and sustain performance.

Recruitment campaigns are evaluated by applicants to assess our recruitment process. Recently, a candidate surveyed said they did not understand how a second stage interview contributed to our decision making; the second interview was conducted informally to measure DNA alignment (EV.31). On reflection, the second stage interview did not effectively measure DNA alignment therefore, we have developed better structured questions and activities which are measurable, to enable us to make an informed decision based on the applicant's performance. Furthermore, HR assess recruitment performance quarterly by analysing turnover, time to fill, applicant volume and cost (EV.32); Sexton (2015) encourages organisations to evaluate their recruitment process, to identify strategies to use to secure high-performing applicants.

Ateb has a reward scheme, namely Performance Incentive Partnership Scheme (PIPS), whereby an employee can receive an award of up to 2% of their salary. The amount of the reward is dependent on sickness absence levels, disciplinary proceedings and objectives achieved (EV.33). In the financial year 2018-2019, the PIPS data show that every single employee achieved their objectives thus, receiving the full proportion of the reward for that area. This data suggests that the incentive of financial reward has encouraged employees to perform well and achieve their objectives therefore, sustaining organisational performance. However, on the other hand, this could suggest that challenging realistic objectives are not being set or the method of measuring performance isn't accurate and effective.

Many employers take a two-fold approach to objective setting whereby, objectives are focused on both employee output and behaviour as evidence shows that collaborative behaviour also drives performance (CIPD, 2018a). For this reason, I would recommend that the Achieve Framework ties into the PIPS data as the framework focuses on recent and current outputs, as well as promoting the expected DNA behaviours and attributes. The framework dictates regular meetings and continuous feedback therefore, the data would be a current view on performance.

Ateb invests in learning and development across the Group, investing 2% of the Group annual salary cost. Training is delivered on a corporate, departmental and individual basis; corporate training can include wide scale topics such as equality and diversity training or mental health resilience training. Departmental and individual training is relevant to department, individual or organisational objectives, and can be to update a statutory qualification or for service delivery improvements. I develop a Group annual learning and development plan alongside line managers (EV.34) and meet with them quarterly to identify learning priorities to ensure we are focussed on the correct development activities to support organisational performance (EV.35). Taylor (2016) explains that investment in learning and development will see improved capability and career advancement in employees, as employee skills and knowledge will be up to date in the relevant field.

Taylor (2016) describes the benefits of employee participation in decision making as employees feeling valued and will be more committed to achieving organisational objectives. Historically, employees did not influence decision making as the working environment was very closed and bureaucratic whereas, with the changing culture, employee participation has increased. A number of workshops were recently undertaken regarding the PIPS reward to propose changes to the financial distribution of the reward amongst staff. Staff were provided with three options and were invited to choose their preferred option and feedback the reasons why; feedback informed the changes which saw a more equal financial distribution of the reward. Staff were initially happy to be involved in the process to inform decision making however, following the workshops it was a number of months before communication of the result was made; due to the communication delay, there was confusion amongst staff with some feeling annoyed at the lack of communication. Therefore, I would recommend Ateb to continue and grow the level of employee participation to achieve higher commitment to organisational objectives however, with a robust process to ensure consistent and regular communication.

Ateb are using a number of HR practices as highlighted in research, best practice and organisation trends, to improve and sustain organisational performance. It is important that HR practices are evaluated to assess its effectiveness to ensure all practices continue to contribute to superior performance. To enhance the performance management impact at Ateb, I recommend the following:

- Continue to review and evaluate HR practices to assess the impact on performance
- Continue to embrace the Achieve Framework but explore the flexibility of the framework to include more collaboration across teams and departments to achieve objectives and provide a larger support network for development.
- Review the effectiveness of the methods of evidence-based decision making in the recruitment process, to ensure all elements are measurable and support decision making to appoint the right talent.
- Explore other methods of evidence-based decision making in recruitment to expand from interview only.
- Assess if the method to measure performance for the PIPS data is accurate.
- Tie the Achieve Framework data into the PIPS analysis.
- Continue to build employee participation however, ensure communication is consistent and regular.

EV.27

Joanne Thomas

From: Joanne Thomas
Sent: 22 August 2019 11:02
To: Matthew Owens (MillBayHomes)
Subject: Achieve Feedback

Hi Matt

I know you've been using the Achieve Framework with your teams – I need to gather some feedback about what you think of the framework and if you have identified any improvements. I am mostly available next week, if you are free please may I arrange a quick meeting to discuss this. If you are unavailable, please could you email me your thoughts.

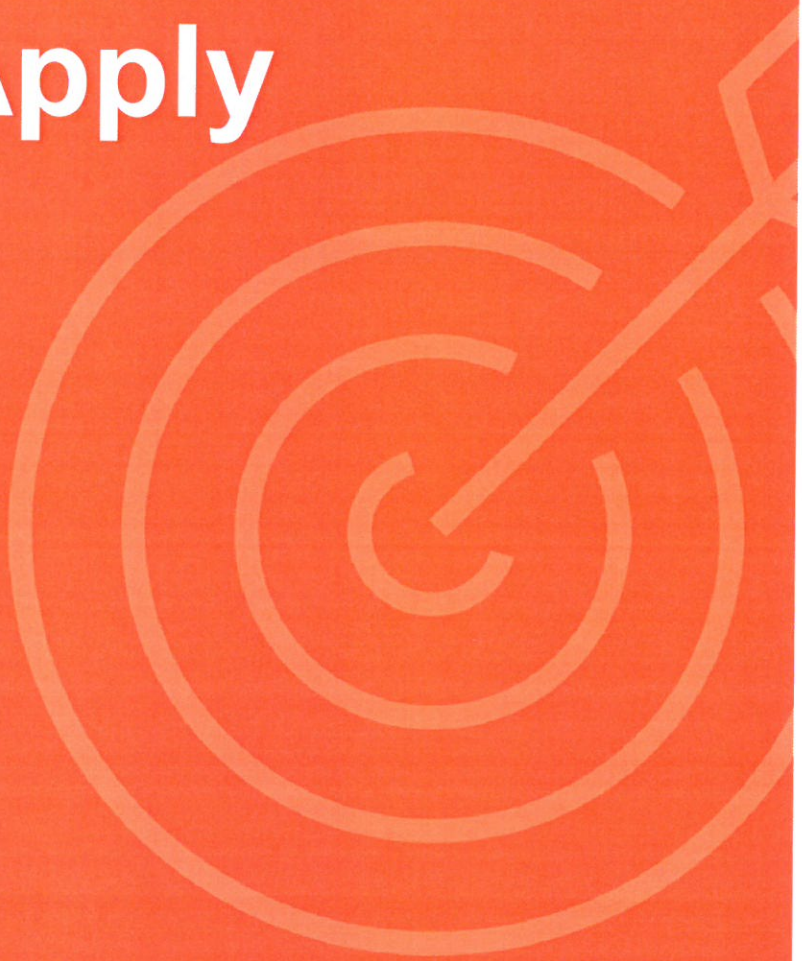
Many thanks

Jo
People Advisor

EV.29

Guidance Notes

How to Apply



ateb better living solutions

Thank you for showing an interest in applying for one of our vacancies. We hope this information will help you with your application and we wish you every success.

Please ensure you carefully read all available information for this job before you start completing the Application Form. **CV's will not be accepted** in place of an application form or as supporting evidence.

Shortlisting will be based on the information provided in the Application Form and it is essential therefore you clearly demonstrate, with examples, how you meet the requirements for the vacancy.

In the Education and Qualification section please make sure you provide details of course title, exams taken and the place of study. If the person specification asks for a minimum number of qualifications, certain grades and specific subjects i.e. 5 GCSE's at Grade C to include Maths, make sure you provide this detail on your application. Putting 5 GCSE's with no grades or subjects will not be sufficient.

In the Suitability for the Post Section of the Application Form make sure you address how you meet the requirements of the vacancy – the clearer/more relevant the information provided, the more transparent to shortlist and the greater success you will have in reaching interview stage.

You must be able to demonstrate how you match the essential criteria of the vacancy eg. If the post requires ICT skills simply saying that you can use computers will not be sufficient. However if you said that "..you regularly use computers in your work, compiling spreadsheets on Excel, creating PowerPoint presentations for training sessions, and creating documents and reports on Word" this would be sufficient. Some of the best applications are those which take each element of the person specification and provide examples as to how that applicant meets that criteria.

Before you submit your application we advise you to:

- Print/save a copy for future reference
- Read through it and make sure it makes sense and has been spell checked
- Make sure you have given enough examples to show how you meet the criteria in the person specification
- Make sure you have copies of all relevant qualifications, ID documents and driving licence (where applicable) as these will need to be checked if you are called for an interview.

You are also requested to complete the Equal Opportunities Monitoring Data which is used purely for monitoring purposes.

Where a position requires a Disclosure Barring Service (DBS) check, we will send you a "Declaration of Previous Convictions" form, along with a numbered envelope. This

form needs to be returned in the correct envelope. If you are not successful at interview your envelope is returned to you, unopened.

Applications received after the closing date will not be accepted.

All or parts of the information contained in documentation submitted in application may be stored in manual or computer files and used for the purpose of administration within the ateb group HR department to meet its statutory obligations. Such use will be subject to the provisions of the Data Protection Act 1998. Please refer to our privacy notices and privacy policies in relation to how we use your data.

EV.30

#WeAreAteb

All interviews to contain questions which will test out an applicant's understanding and alignment with our DNA

What's in our DNA?

As a part of the ateb team we have a collective responsibility to live our DNA.

#InYouWeTrust
TRUST

Trust is the essential building block to our organisation, without it, things just won't be as good. We will be **open** in our approach so that we can **learn** from each other's experiences and we will **care** about what we do and how we do it.

#AccessAllAreas
TOGETHERNESS

We will be **inclusive** in everything we do as diversity of background, experiences, skills and views enrich our work and services. We know we will need help, so we will seek out and sustain strong **collaborative** arrangements with our partners and stakeholders.

#GetThingsDone
EMPOWERMENT

We will take **ownership** of our customer outcomes and be **accountable** for our actions. We will have a **proactive** attitude and always seek to innovative and **improve** what we do. Things change, so we must always be **flexible** to adapt to situations and make sure that we are always delivering the right **outcomes**, **efficiently** with **great customer experience**.

What does our DNA look like?

#InYouWeTrust
TRUST

How will this look?

- Support for colleagues
- Putting others first
- Sharing information freely
- Admitting and learning from mistakes
- Being open and honest
- Listening to others
- Delegating
- Involving others
- Respecting others

How will this NOT look?

- Too much control
- Lack of respect
- Being secretive
- Not involving others
- Undermining others
- Not communicating with others
- Being dishonest and closed

#AccessAllAreas
TOGETHERNESS

How will this look?

- Involving others
- Being approachable
- Ensuring there is equality of opportunity
- Being open to change
- Communicating with others
- Encouraging and listening to feedback
- Understanding and respecting others

How will this NOT look?

- Not Involving others
- "Closed door" approach
- Lack of understanding
- Disrespectful
- Discrimination/harassment
- Inconsiderate and uncaring
- Unprofessional

#GetThingsDone
EMPOWERMENT

How will this look?

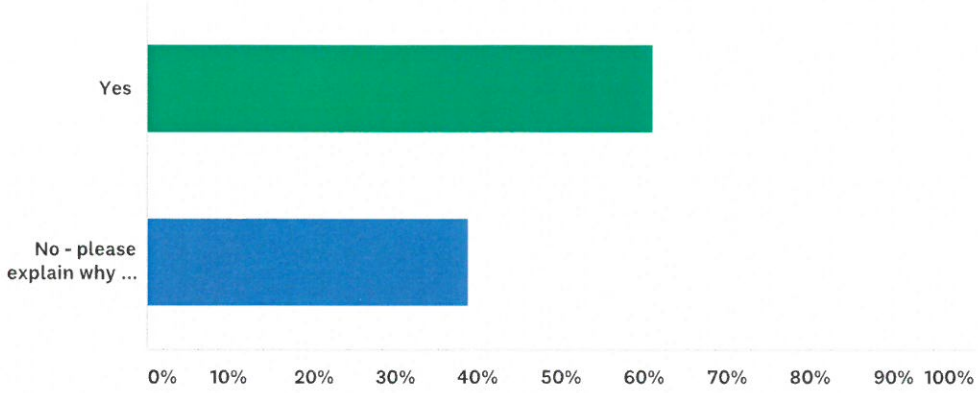
- Taking ownership
- Being supportive of others
- Taking responsibility for own actions
- Communicating with others
- Admitting and learning from mistakes
- Sharing information freely
- Being a team player
- Encouraging others
- Being open to change

How will this NOT look?

- Unhelpful "can't do" mentality
- Inflexible
- Resistant to change
- Apathy
- No risk taking
- Problems with no solutions

Q1 Did our recruitment process live up to your expectations?

Answered: 18 Skipped: 0

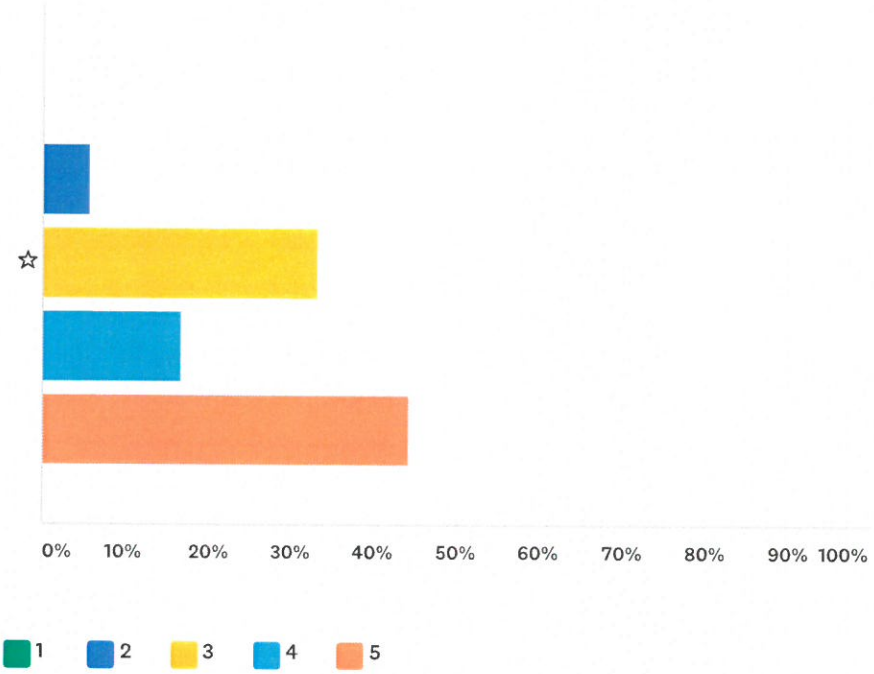


ANSWER CHOICES	RESPONSES	
Yes	61.11%	11
No - please explain why and what we can do to improve our process.	38.89%	7
TOTAL		18

#	NO - PLEASE EXPLAIN WHY AND WHAT WE CAN DO TO IMPROVE OUR PROCESS.	DATE
1	Been sent this email and was never offered an interview ??	6/1/2019 6:41 PM
2	Did not hear back or about application	5/29/2019 10:17 PM
3	I don't believe that the second interview was a fair process. I was asked to come in the the afternoon and it seemed to be based on whether the team liked me.	5/29/2019 7:34 PM
4	It lived up to my expectations as I knew it would be a No, but I wouldn't know the recruitment process as I didn't go through it lol	5/29/2019 6:36 PM
5	I received an email confirming that you had received my application and then have not heard anything from you u TIL this email	5/29/2019 3:52 PM
6	There wasn't much eye contact between the interviewers and myself as they asked questions then wrote my answers down which I found I couldn't respond in great detail as they only had a small amount of space on their paper work to write it down.	5/29/2019 3:24 PM
7	I kept getting emails to say I hadn't completed my application Even though I had on numerous occasions When I emailed to ask if my application had been received I received no answer	5/29/2019 3:12 PM

Q2 Please rate the advertising materials on a scale of 1-5 (1 = Poor/Not informative, 5 = Excellent/Very informative)

Answered: 18 Skipped: 0

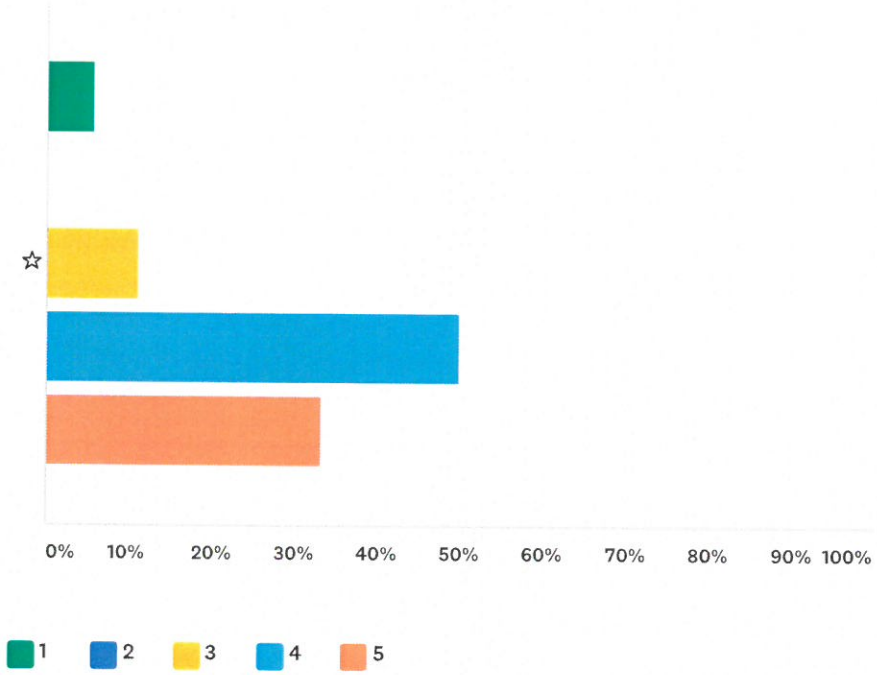


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	5.56% 1	33.33% 6	16.67% 3	44.44% 8	18	4.00

EV.31

Q3 Please rate how easy it was to complete your application online on a scale of 1-5 (1 = Very Difficult, 5 = Easy)

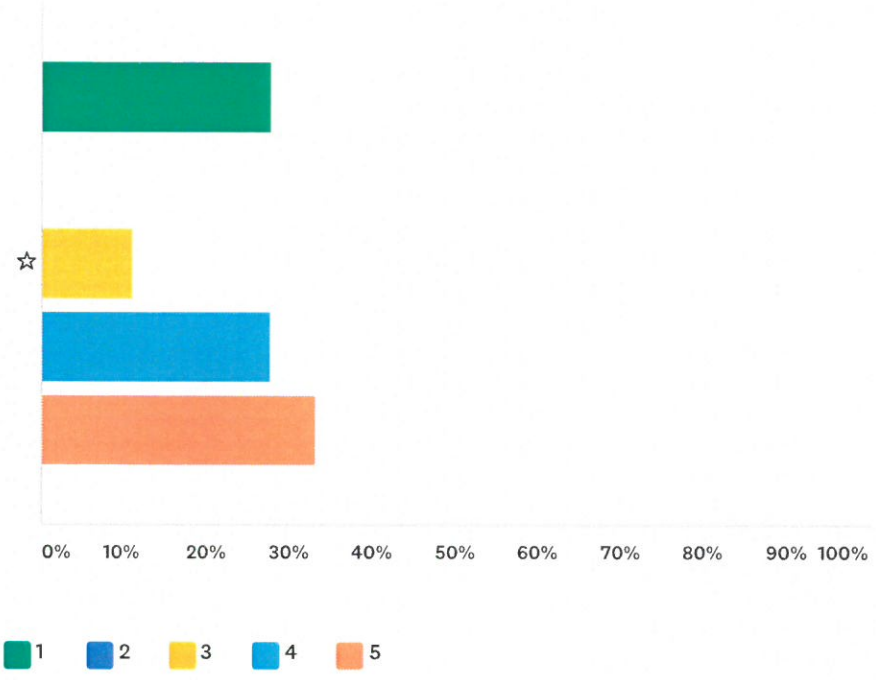
Answered: 18 Skipped: 0



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	5.56% 1	0.00% 0	11.11% 2	50.00% 9	33.33% 6	18	4.06

Q4 Please rate the communication you received from ateb during the recruitment process, on a scale of 1-5 (1 = Poor, 5 = Excellent)

Answered: 18 Skipped: 0



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	27.78% 5	0.00% 0	11.11% 2	27.78% 5	33.33% 6	18	3.39

Q5 Please provide any additional feedback in the box below.

Answered: 10 Skipped: 8

#	RESPONSES	DATE
1	Very indepth application form, took a while to complete.	6/6/2019 10:36 AM
2	I think it is very difficult to ask for feedback/give feedback on a job vacancy I never had an interview for	6/1/2019 6:41 PM
3	Very professional from start to finish. Friendly, made to feel at ease and very informative of what the company wants to achieve going forward and expectation of successful candidate .	5/31/2019 9:42 PM
4	Waited weejs before i heard anything, so i applied for another job which i got	5/29/2019 10:29 PM
5	I feel my feedback took a lot less time than my application. You said other candidates asked more questions at the second interview however I'd asked at the recruitment event, by email and at first interview. I did ask questions at the second interview however the team were busy with calls, I'd already had many questions answered and I have worked in that environment all my working life do know a lot anyway. I am not put off by Ateb and would like to look for further careers there but I do feel the second interview was a bit unfair	5/29/2019 7:34 PM
6	Na	5/29/2019 6:42 PM
7	Ummm nothing else to say	5/29/2019 6:36 PM
8	The recruitment process is excellent. The replacement of job descriptions is really nice and the lengthy online application requirement I think, will put off anyone that doesnt really REALLY want the job.	5/29/2019 4:39 PM
9	I haven't heard anything back at all about the application I made	5/29/2019 3:52 PM
10	I wish the feedback from my interview was in more detail as to why I was unsuccessful as I have previously done the same job role in Cardiff. The feedback I received wasn't I believe true to the interview as previously explained you only have a small amount to write down the answers.	5/29/2019 3:24 PM

SA/12 - Recruitment: Attracting and retaining the right skills

EV.32

Key Service Area Perfromance Measures - Outcome | Efficiency | Satisfaction |

Ref	Performance Measure	TTD	2018/19											
			APR	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
M1	Percentage of employable candidates per vacancy	68%	71%	0%	60%	25%	33%	0%	100%	69%	100%	0%	0%	88%
M2	Average Costs per vacancy	£70	£88	£0	£105	£141	£35	£0	£0	£35	£35	£0	£0	£53
M3	Candidiate - Did our recruitment process live up to your expectations?	N/A	58%	0%	67%	100%	0%	0%	0%	95%	0%	0%	0%	0%
M4	Candidiate - % not responded to our expectation questions	N/A	32%	0%	85%	67%	0%	0%	0%	61%	0%	0%	0%	0%
M5	Vacancies per month	13	2	0	2	2	1	0	1	2	1	0	0	2
M6	First time fill rate %	94%	100%	0%	100%	50%	100%	0%	100%	100%	100%	0%	0%	100%

Performance Commentary

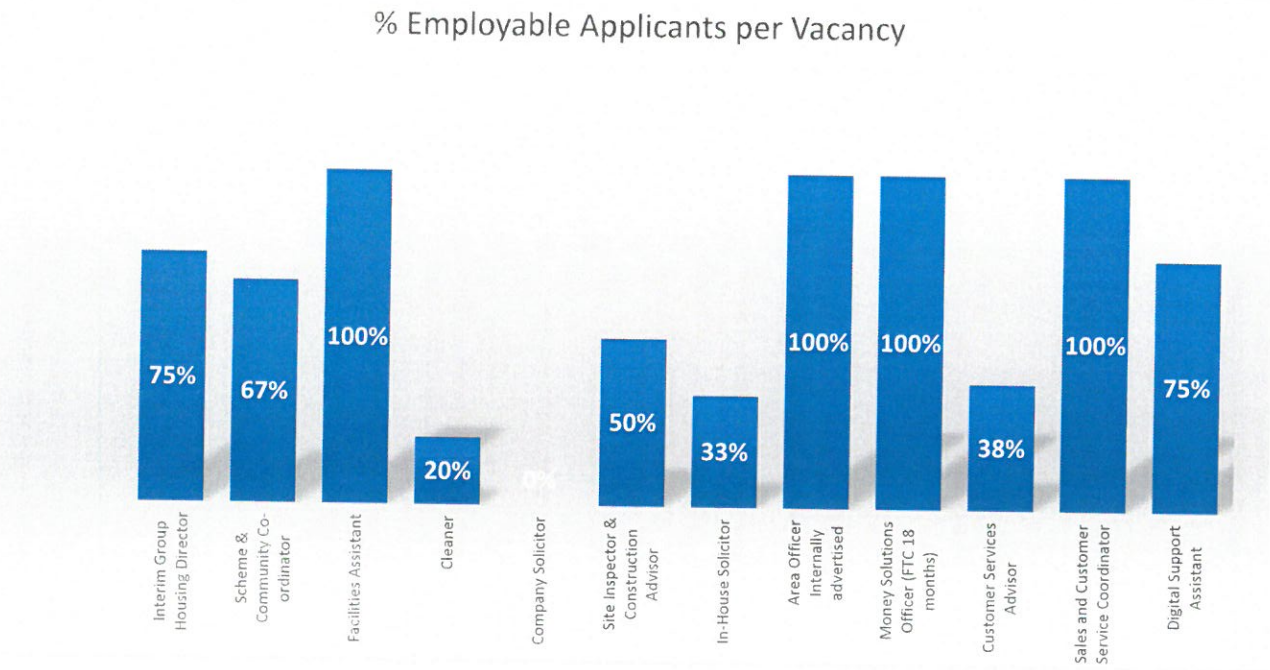
- We had 2 ateb vacancies in Q4, one of which was an internal opportunity to cover maternity leave.
- Evaluation method of recruitment campaigns continues to be very poor and will be reviewed in Q1.
- The recruitment paperwork i.e. shortlisting matrix has changed slightly since the introduction of role profiles but this will need to be reviewed again as a result of feedback from shortlisting/interviewing teams. In addition the introduction of CVs/change in application forms has resulted in a drop in the quality of applications received which has made shortlisting difficult, particularly where there is a high volume of applications.

Exception Report

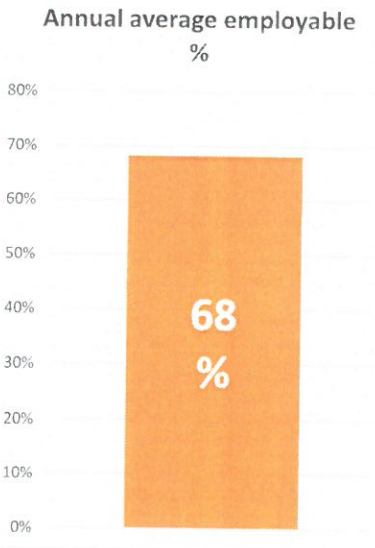
No exception reports to report this month.

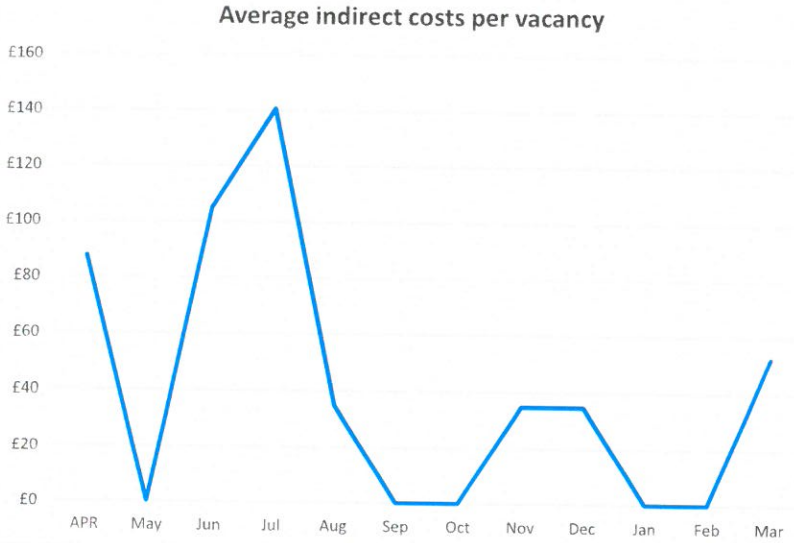
SA/12 - Recruitment: Attracting and retaining the right skills

EV.32









Additional Notes:

We are currently working on the following improvement actions:

1. Reviewing recruitment process to fit in with new role profiles
2. Reviewing customer survey process to improve candidate feedback
3. Introduction of DNA based questions at all interviews
4. Recruitment event in April

ateb
better living solutions

Performance Incentive Partnership Scheme

What does it mean for me?

You will be eligible to participate in ateb group limited Performance Incentive Partnership Scheme ("the Scheme") if you have successfully completed your probationary period. The scheme pays an annual award which is subject to ateb group meeting targets set by the Board and individuals meeting performance criteria.

Scheme Principles

The Scheme operates within the period 1 April to 31 March, and will be subdivided into quarters for monitoring purposes, these being:

- 1 April to 30 June
- 1 July to 30 September
- 1 October to 31 December
- 1 January to 31 March

The level of award given to you will depend on the performance rating you receive via the Scheme. ateb group will aim to make payments in the July payroll subject to the statutory accounts being signed off by the Board. Payments will be non-consolidated and will be subject to tax and NI deductions.

How will my performance be measured?

You will have quarterly reviews with your manager, one of which will incorporate your annual appraisal. Your performance will be measured throughout the year in three areas, each of which has been allocated a weighting in relation to its contribution to the overall award. These three areas are:

- **Performance/Objectives – 40% of the weighting**
  Your manager should agree your objectives with you during your appraisal. In addition to these, you may be given additional targets to achieve throughout the year. During each quarterly review your performance will be assessed against these targets and you will receive a:
  Green award - if you meet your objectives/targets
  Amber award – if you are close to meeting your objectives/targets
  Red award – if you are significantly below your objectives/targets

It is important therefore, that you clearly understand your objectives and targets as your performance will be measured against these: - what is expected of you and by when?

- **Attendance – 40% of the weighting**
  Your sickness absence is monitored on a quarterly basis using the absence triggers set out in the Absence Management Procedure (2+ absences in a rolling 3 months, 4+ absences in a rolling 12 months). You will receive a:
  Green award - if you have no sickness absence
  Amber award – if your absence levels hit one trigger
  Red award – if your absence levels hit two triggers

- **Discipline – 20% of the weighting**
  You will receive a:
  Green award - if you have no Performance Improvement Plan/disciplinary warning in place
  Amber award – if you are subject to a Performance Improvement Plan at any time during the quarter
  Red award – if you have a current disciplinary warning on your file

The information in relation to your performance/objectives, absence and discipline will be recorded on a matrix, an example of which can be seen below.

How will it work?
As mentioned above, your performance will be measured each quarter in three areas and you will be given a green, amber or red award. This in turn affects the overall percentage that you receive at the end of the year as follows:

Green award – 100% of weighting
Amber award – 50% of weighting
Red award – 0% of weighting

You can see from the example matrix below that A Smith has received an overall score of 80% at the end of the year which means that A Smith will receive 80% of the 2% award.

EXAMPLE MATRIX
Scheme Year: April 2010 to March 2011
Name: A Smith
Department: Central
Manager: B Smith

Measurement	Weighting	Q1	Q2	Q3	Q4	%
Performance/Objectives	40%	G (10%)	G (10%)	G (10%)	G (10%)	40%
Attendance	40%	G (10%)	G (10%)	A (5%)	R (0%)	25%
Discipline	20%	G (5%)	G (5%)	G (5%)	R (0%)	15%
					Total Award to be paid	80%

2011/2012 Scheme

For the 2011/12 financial year the target set by the Board is to reduce operating costs (excluding depreciation) by £100,000. This equates to approximately 2%. For the C&R Agency 2% of operating costs equates to a target of £11,000.

If this target is achieved all participating staff will be eligible to receive an award equivalent to 2% of their basic salary for 2011/12.

As this is the first year of the Scheme, we need to make some adjustments to the timing of our appraisals. As a result of this you will have an appraisal in October 2011 and one in April 2012. From April 2012 onwards you will have one annual appraisal which will take place in April.

Your first quarterly review is due in July 2011.

Still have some questions?

The Performance Incentive Partnership Scheme is now on the intranet if you would like to read this. It can be found under Resources, HR, Employee Information. Alternatively you can speak to your Department Manager or HR.

Learning & Development Plan 2019-2020

BUDGET CAP = £84,279 ateb

EV.34

Corporate

Updated 14/05/2019

Category	Service Hub	Activity	Staff to attend	Preferred Provider	Due Date	Estimated cost	Cost removed	Spent	Comments
CORPORATE									
Compliance 1		Nominated first aider refresher	Julie John/ Jane Nutlanc	Pembs First Aid	JP Jun'19, JN Mar'19	£ 80.00			
		Nominated first aider renewa	Jane Nutland +2	Pembs First Aid	Mar-20	£ 750.00			Need two more
		Emergency First Aid at Work	Rob MB/ Karen Brown/ Jan Prosser/ Sue Monger/ Jason Morgan/ Tom Clode/ Gareth Bowen/ Amy Williams/ Anna McAndrew/ David Pannell/ Jason Pannell/ Scott Griffiths	H&S E-Learn	JM,TC,GB,DP Nov'19/ RMB,JP,SG Dec'19/ KB,JP,SM,AW,AMC Aug'19	£ 65.00			£5pp E-Learn portal
		CSCS card renewal	Rachel Fear/ Sam Stalbow/ Matt Owens/ John Davies	CITB/CSCS	RF Feb'20/ SS Jan'20/ MO May'20/ JD Jun'19	£ 228.00		£ 63.00	
		Food Safety	Anna McAndrew/ Sue Monger/ Karen Brown/ Amy Williams/ Jan Prosser	SCWDP	Mar-20	£ 375.00			Free using SCWDP however budgetted amount as courses can be irregular
TOTAL						**£ 1,498.00**	**£ -**		
HEALTH & SAFETY									
Compliance 1	SA/19	Asbestos Awareness	All Maintenance & Care & Repare front line teams	Fleming Group	Annually	£ 500.00			
	SA/19	Non-licensed Asbestos Awareness	All Maintenance, Scott, Gabriella, PS x3	Lucion Services		£ 6,525.00			Maintenance done
	SA/21	E-learning modules	All staff	e-learn platofmr	2019/2020	£ 1,000.00			
	SA/19	Fire door fitting & repair	All Maintenance & Care & Repare front line teams	ROSPA	2019	£ 1,500.00			
	SA/19	Fire door inspection	To be agreed	ROSPA	2019	£ 1,500.00			May be contracted out, will know by end of May.
TOTAL						**£ 11,025.00**	**£ -**		
HOUSING									
Compliance 1	SA09 T&CM	Renting Homes Act - Implemetation	AO x 6	In-House - CERI	19/20	£ -			
	SA09 T&CM	ASB Conference	AO x 2	Social Landlords Forum	19/20	£ -	£ 500.00		VE Removed to Conference section below
	SA09 T&CM	ASB Court Preparation	AO x 4	In-House - CERI	19/20	£ -			
	SA09 T&CM	Housing Law & Case updates	AO x 6	In- House - CERI	19/20	£ -			
TOTAL						**£ -**	**£ 500.00**		
MAINTENANCE									
Compliance 1	SA06/04/01	ACS GAS REASSESSMENT	MALCOLM JAMES	PEMBS AC	19/20 (SEE MATRIX)	£ 800.00			
	SA06/04/01	ACS LPG REASSESSMENT	MARCUS WHITTAKER, PAUL GREEN	PEMBS AC	19/20 (SEE MATRIX)	£ 800.00			
	SA06/04/01/07	HOT WATER SYSTEMS	MARCUS WHITTAKER, GARETH HARRIES, TOM CLODE, AJ	PEMBS AC	19/20 (SEE MATRIX)	£ 2,000.00			
	SA06/04/07	OFTEC	PAUL GREEN, DAVID PANNELL,TOM CLODE, AJ	PEMBS AC	19/20 (SEE MATRIX)	£ 2,800.00			
	SA06/04/08	OFTEC - New solid fuel scope of registration	All Heating Engineers	TBC	19/20	£ 2,000.00			
	SA06/04/	ACS CMDDA1	DAN PANNELL, MARCUS WHITTAKER, GARETH HARRIES, PAUL GREEN	GATC	19/20 (SEE MATRIX)	£ 1,200.00			
	SA04/01/05	ABRASIVE WHEELS	ALL (not Linzi)	TBC (power tool manufacturer)	19/20	£ 800.00			
	SA06/04/01	IOSH WORKING SAFELY	ALL (not Linzi)	SD	19/20		£ 800.00		in corporate
	SA04	IOSH MANAGING SAFELY	All Managers + EMT	SD	19/20		£ 1,600.00		in corporate
	SA06/04/01	H&S E-LEARNING	ALL	TBC	19/20	£ -	£ 500.00		removed see above money in pot of e-learning accoun
	SA06/04/02	18TH EDITION AMMENDMENT 1	BARRY JOHN, LIAM CURTIS, DAVID PANNELL + 3	TBC	19/20	£ 800.00			
	SA06	ASBESTOS MANAGEMENT	X 5 TBC	TBC	19/21	£ -	£ 800.00		Absence Management covers this
	SA06	FIRE SAFETY REGULATIONS	X 5 TBC	TBC	19/22	£ -	£ 800.00		Removed covered elsewhere?
	SA06	LOLER, DSEAR, PUWER, LEGIONELLA	X 5 TBC	TBC	19/22	£ -	£ 800.00		removed
	SA01, SA04, SA06	RENTING HOMES ACT (SUPPLEMTARY REGULATIONS)	TBC x 10	Ceri	19/21		£ 1,000.00		
	SA06/04	HEATING APPLIANCE MANUFACTURER TRAINING	HPE/HI TEAM (10)	WORCESTER-BOSCH, IDEAL, DAIKIN, ETC.	19/20	£ 1,000.00			
TOTAL						**£ 12,200.00**	**£ 6,300.00**		
ICT									
Compliance 1	SA40	Checkpoint Certified Security Administrator	Kingsley Oliver	QA Learning/Other	ASAP	£ -	£ 2,200.00	£ 2,200.00	Should be completed in 18/19 re Audit recommendation
TOTAL						**£ -**	**£ 2,200.00**		
COMPLIANCE 1 TOTAL						**£ 24,723.00**	**£ 6,800.00**		
CORPORATE									
		New starter (10)	New starters	Various		£ 4,000.00	£ 1,000.00		VE - 8 in last 12 months
	SA16	ACAS investigation training	Line managers, Kate H & Jo T	ACAS	Sep-19	£ 1,500.00			

EV.35

Joanne Thomas

From: Joanne Thomas
Sent: 26 August 2019 10:32
To: Steve Townley
Subject: L&D priorities

Hi Steve

I am reviewing the learning and development priorities for Q3 and Q4 to ensure we are focussing on the L&D courses to support your service areas. We can amend the plan to remove/replace L&D activities which are more relevant to what was initially planned at the start of the financial year etc, or reprioritise what you have already planned.

I will send you an appointment to meet next week. As discussed earlier, we can also review Adam's development plan to support his apprenticeship following the successful completion of his HNC and FTC extension.

Many thanks

Jo
People Advisor

Vision

of what good looks like for ateb

ateb *better living solutions*


9/ Intro


9/ Group


9/ Purpose

12/ DNA


19/ Plan


28/ Deliver


28/ Assure


32/ Improve


40/ Summary

The ateb group has established the 3 strategic aims that will help us to create better living solutions for more people and communities across West Wales:



EV.36

The group has defined each strategic aim as follows:

Aim 1:
Improve Corporate Strength

Purpose	We must ensure we have the right ambitious purpose
Governance	We must have the right skills, competencies and systems to govern effectively
Culture	We must have the right DNA and working arrangements running throughout the Association
Resources	We must have the right finances, people, partnerships and infrastructure

Aim 2:
Improve Service Delivery

Customers	We must always deliver the right outcomes, efficiently with great customer experience
Property	We should always maximise our property assets and property investment
People	We must attract and retain the right skills, experience and enthusiasm
Systems	We need to have the right process and infrastructure to be high performing

Aim 3:
New Business Growth

Service Growth	We should identify how we can grow our existing services
Market Growth	We should explore whether we can add value to our purpose by branching into complementary market sectors
Diversification	We should evaluate whether there is merit in diversification that adds value to our purpose
Collaboration, Merger & Acquisition	We should explore all opportunities that add value to our purpose through working with others

ateb

better living solutions

Jo Thomas
49 Brooke Avenue
Milford Haven
Pembrokeshire
SA73 2LS

Ref:pa

20/4/18

Dear Jo,

2018/19 Pay Level

Further to our recent correspondence regarding the Board's recommendations on the 3 year market testing exercise and the annual pay review assessment, we are now in a position to confirm the Board's decision in relation to the 2018/19 pay level.

The Board having received the above information and considered the Group's ongoing Business Plan have drawn the following conclusions:

1. The 2017/18 Market Testing Report prepared by Forest HR does represent an acceptable basis upon which we can set an appropriate pay level for each role

2. Using the 2017/18 Market Testing Report, it is proposed that pay levels will be set to 'Median' for each role across the group

3. It is then proposed that the pay award for 2018/19 is 2.25% on top of the '2017/18 Median' pay level established in the Forest HR report

The effect of the above means that for the period of 6/4/2018 to the 5/4/2019 your pay will be £20,965.

Having had time to absorb the information in this letter, please talk in the first instance with your manager regarding any individual queries in the process adopted who will respond with the assistance of the HR Manager where appropriate.

The process of review identified a number of areas for further consideration during the year including, the high number of job descriptions for similar roles, the effectiveness of the PIPS scheme and the need to review pay alongside other benefits as a total rewards package.

Mae grŵp cyfyngedig ateb yn gymdeithas gofrestredig gyda'r FCA. Reg. Rhif 23308R. landlord cymdeithasol cofrestredig gyda Llywodraeth Cymru. Reg. Dim PO72 ac mae'n aelod o Gymuned Tai Cymru. ateb group limited is a registered society with the FCA. Reg. No 23308R, a registered social landlord with the Welsh Government. Reg. No PO72 and is a member of Community Housing Cymru.

I understand there have been some discussions surrounding the approach taken by the Board in respect of remuneration. We can assure all that the market testing and pay award processes were applied consistently to all roles within the group and in accordance with the Board's obligations to assess pay levels in terms of market assessment and uplifts for inflation from one year to the next, having regard to Business Plan affordability. The market testing report from Forest HR (minus specific pay level detail) and a copy of the CHC pay award survey of Welsh Housing Association's anticipated pay awards from 2017/18 to 2018/19 will be available on the HR Yammer page week commencing 23rd April 2018. This signals a desire to be as transparent as possible on the remuneration process; we will continue to develop this approach over subsequent reviews.

Thank you for your input over the last year that has seen a lot of change including the start of ateb and consequently a new chapter in our evolution, we hope that 2018/19 will prove to be equally as successful as last year.

Regards



Nick Hampshire
Group Chief Executive
T: 01437 774700
E: nick.hampshire@atebgroup.co.uk

Mae grŵp cyfyngedig ateb yn gymdeithas gofrestredig gyda'r FCA, Reg. Rhif 23308R, landlord cymdeithasol cofrestredig gyda Llywodraeth Cymru, Reg. Dim PO72 ac mae'n aelod o Gymuned Tai Cymru. ateb group limited is a registered society with the FCA, Reg. No 23308R, a registered social landlord with the Welsh Government, Reg. No PO72 and is a member of Community Housing Cymru.

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