

Student Name: Jessica Rees-Evans

Student Number: 1052038

CIPD Membership Number: 57493057

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jessica Rees-Evans

Date: 23/05/2022

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to resourcing and talent planning

Word Count: 2826

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Evidence Matrix

Unit Code	Unit Title	Learning Outcome	Evidence Description	Evidence Reference Number	Assessor Initials	I/V initials if sampled.
5ARTP	Contributing to resourcing and talent planning	1	Monthly planning meeting notes	Doc.1		
5ARTP	Contributing to resourcing and talent planning	1	Leaver record	Doc.2		
5ARTP	Contributing to resourcing	1	Email request for resource	Doc.3		

	and talent planning					
5ARTP	Contributing to resourcing and talent planning	1	Market data	Doc.4		
5ARTP	Contributing to resourcing and talent planning	1	Broadbean job advertising	Doc.5		
5ARTP	Contributing to resourcing and talent planning	2	Workforce planning guide	Doc.6		
5ARTP	Contributing to resourcing and talent planning	3	Resource request email	Doc.7		
5ARTP	Contributing to resourcing and talent planning	3	Job description	Doc.8		
5ARTP	Contributing to resourcing and talent planning	3	CIPD information on recruitment.	Doc.9		
5ARTP	Contributing to resourcing and talent planning	3	Email to line manager	Doc.10		
5ARTP	Contributing to resourcing and talent planning	3	Email to central workforce team	Doc.11		
5ARTP	Contributing to resourcing and talent planning	3	Meeting notes – job description	Doc.12		
5ARTP	Contributing to resourcing and talent planning	3	Job Description	Doc.13		
5ARTP	Contributing to resourcing	3	Email to line manager	Doc.14		

	and talent planning					
5ARTP	Contributing to resourcing and talent planning	3	Email back from line manager	Doc.15		
5ARTP	Contributing to resourcing and talent planning	3	Email for approval	Doc.16		
5ARTP	Contributing to resourcing and talent planning	3	Email to approve	Doc.17		
5ARTP	Contributing to resourcing and talent planning	3	Teams meeting	Doc.18		

LO1 - Be able to review and evaluate an organisation's approach to talent planning.

1.1 Assess how and to what extent the organisation undertakes workforce and talent planning.

1.2 Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent

1.3 Assess the extent to which current organisational planning activities are addressing potential needs.

My job role is to recruit and manage a contingent workforce of manufacturing employees at Dow Silicones for recruitment agency Adecco. We take our lead from Dow in terms of what talent is required and when. I hold monthly meetings with the production manager where we discuss the production requirements for the following month and any recruitment required, we also discuss any leavers and whether these need backfilling, copy of April monthly recruitment planning meeting notes provided (Doc.1) along with copy of the spreadsheet we refer to for leavers (Doc.2) When the Dow production leader identifies a talent requirement, they put in a request via the Dow internal system, which needs to be signed off by US and Terneuzen HR teams, once this is approved, which can take a 5-10 working days, I receive an email with the approval and job detail from a central workforce team based in Holland, example provided below of recent request (Doc.3) I will then check over the detail and create a report with market data on that particular role, covering average rates of pay, candidate availability, how many similar roles are out there currently, and other useful information to send back to the team and line manager to review, and suggest increases in rate if the report shows the rate Dow have provided is less than the average (Doc.4). Often there is information missing from the request or the job description and specifications are not detailed enough, which can delay beginning the recruitment process as I then need to go back to the Central workforce team with questions and await replies or set up meetings or calls with hiring managers to gain more detail, once I have all I need I will then go on to

advertise the role on our multi posting site broadbean (Doc.5) and search for candidates. Once suitable candidates are sourced, I send copies of CVs back to the central workforce email address who upload them onto a DOW portal that the hiring manager can check and update the status of to arrange interviews or reject the candidates. The hiring manager and I usually schedule a call or meeting when going through the CVs to answer any questions they have and provide feedback. This approach has worked relatively well over the last 7 years, as Dow are an employer of choice in the area, and there have been candidates available on the market as it has been a loose labour market. There has been a change in the last few years due to Covid19 and Brexit which has meant we have moved to a tight labour market with unemployment currently at 3.8% (ONS,2022) making it more difficult to recruit due to less candidates being available. It is also taking longer to find the right candidates, which has left line managers frustrated and without the workforce required to manufacture the correct number of products in line with orders. No succession planning currently exists despite agency workers being there 10-15 years. Often when agency workers leave, as they only have a two week notice period it means there is no time for the employee who is leaving to train a new employee up, or sometimes even to train someone else on the shift to operate their machine, resulting in others having to cover on overtime or move shifts to train. Similarly, when a permanent employee retires, there is no plan beforehand on upskilling agency workers to replace them, this is only discussed in the monthly workforce planning meeting during the month they are leaving, with a decision made then on who will take over their role whether that be internal or external recruitment, and discussions on what training is required. If internal, the decision on who moves into this role is usually made by hiring managers, rather than it being offered as an opportunity to all. Whilst our current retention rate is good at 88.5%, this may also change in the current market with more job opportunities available, The number of job vacancies in January to March 2022 rose to a new record of 1,288,000. (ONS,2022) which shows there will be more competition for roles and opportunities for current employees to leave. Those that have left so far this year have done so for permanent roles elsewhere, feeling like they are stuck within the same agency role at Dow, working on the same machine they are trained on. According to Meister (2022) writing for Forbes, longevity leads to multiple careers, and employer should constantly look to upskill, develop and provide opportunities for employees, such as Amazon career centre teaching in demand skills to low skilled workers, changing their careers from warehouse operatives to IT professionals.

Doc.1

Monthly recruitment planning meeting – April

4th April 2020

Jessica Rees Evans. Bethan Carter

Total within department currently: 62

- 4 x leavers in April, 2 in March
- 1 x long term sick due to return in July
- 1 on secondment

Production at 8000 ton

Overtime high with cover for the leavers plus absence due to covid19 and other absences, costing the business a lot more than if workforce numbers were right.

Potentially looking to recruit another 4 in the area to replace the leavers with another 1 floater to cover sickness and absence.

Sign off required from US and Terneuzen – Request not yet in motion, plan to do it this afternoon (BC) Jess to complete CV search to start identifying potential candidates.

Doc.2

A	B	C	D	E
Name	Entity	Date of leaving	Exit interview?	Reason
Jonanna Lawrie	Corteva	28/02/2022	Yes	Perm job with Corteva
Kristopher Piper	Dow	21/03/2022	Yes	Perm job elsewhere
Emma Barlow	Dow	29/04/2022	Booked	Perm job with Dow
Luke Howard	Dow	12/04/2022	N/A	End of assignment
Adam Gullwell Jones	Dow	12/04/2022	N/A	End of assignment
Kyle Lewis	Dow	12/04/2022	N/A	End of assignment
Richard Yarr	Dow	21/04/2022	Yes	Perm job elsewhere

Doc.3

DOW-4337 - New resource request (UK Barry)



FTNTEMP <FTNTEMP@dow.com>

To Rees, Jessica

Cc FTNTEMP

You replied to this message on 27/04/2022 16:35.



TA Administration Assistant.docx
23 KB

Hi Jess,

Hope you had a lovely Easter Break!

Please find our new resource request DOW-4337 - Administrative Assistant for contingent staff in the attachment. I

Job rate: B1

hourly pay rate: 10.76 pounds

We look forward to receiving your proposal of candidates.

Please be aware this is a long term vacancy for 40 hours.

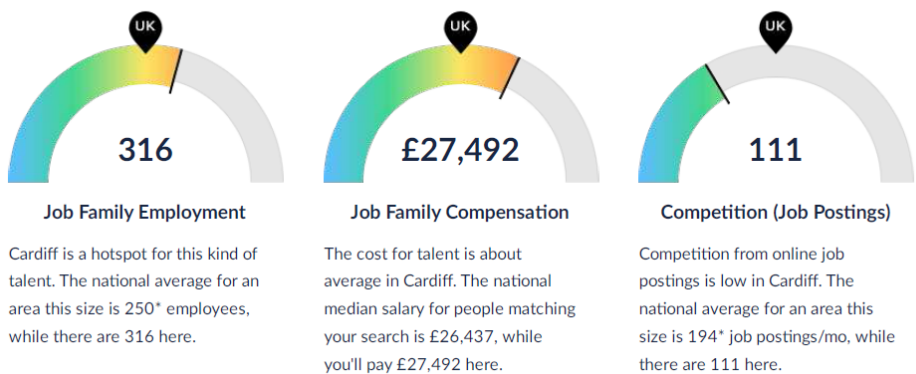
CWA Focal Point	FTNTEMP@dow.com
Company	DOW SILICONES UK LIMITED
Hiring Manager	Paul ANSTEAD
Department Name	Barry Turnaround
Job title	Associate Administrative Assistant

Doc.4



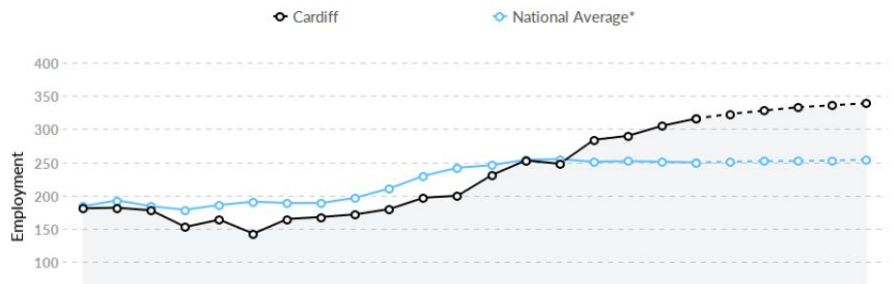
Executive Summary

Light Hiring Competition Over a Deep Supply of Regional Talent



Job Family: Regional Employment Is Higher Than the National Average

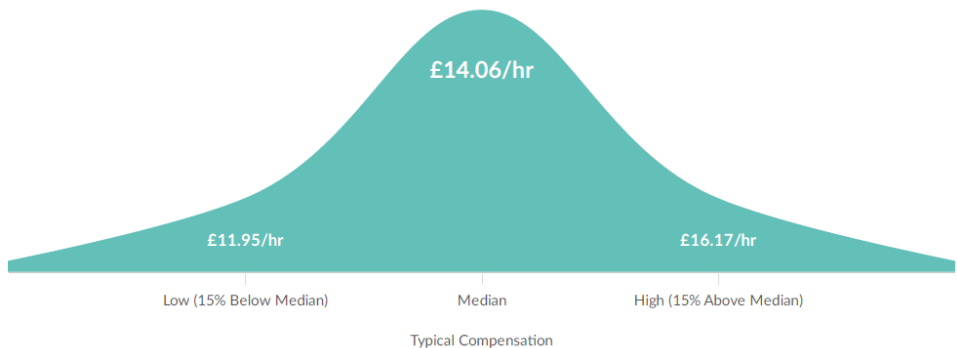
The regional vs. national average employment helps you understand if the supply of people matching your search is a strength or weakness for Cardiff, and how it is changing relative to the nation. An average area of this size would have 250* employees, while there are 316 here. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to increase over the next 5 years.



Compensation

Typical Compensation Ranges From £11.95/hr to £16.17/hr

Typical compensation for people matching your search in Cardiff ranges from £11.95/hr to £16.17/hr. The median wage is £14.06/hr, which is about the same as the national median.



broodbean Home | Post an Advert | Manage Adverts | Responses | CV Portal | Search | Reports | Settings Jessica.reesevans@Dow.StrategicAccount.adecco Knowledge Base | Your ideas | Contact Us | Logout

Reference or Title Additional criteria

Live adverts | Archived adverts | Expiry Reports Found 5 adverts | 1

Advert Groups

Drag and drop adverts to add them to groups

You have no groups!

Groups are a new way to manage your adverts. You can create and manage groups with the options button above

Advert Actions

Now Today Resend without changes

R	Date	Job Title	
8(2) (2)	18 May 22 12:29	Warehouse Technician	☐
Ref No.: JRE180522		Vale of Glamorgan, Wales	
12(3) (2)	16 May 22 18:08	Part Time Receptionist	☐
Ref No.: JRE170322		Cambridge, England	
3(2) (2)	16 May 22 11:10	Sourcing Specialist	☐
Ref No.: JRE200422		Vale of Glamorgan, Wales	
39(15) (13)	25 Apr 22 15:28	Shift Production Operator	☐
Ref No.: JRE261121		Barry, Wales	

1653030992-213....docx ^ 1652990628-2952....pdf ^ 1652944636-101....docx ^ 1652943382-1896....pdf ^ 1652943382-1896....pdf ^ Show all

LO2 – Be able to recommend ways to improve an organisation’s approach to talent planning.

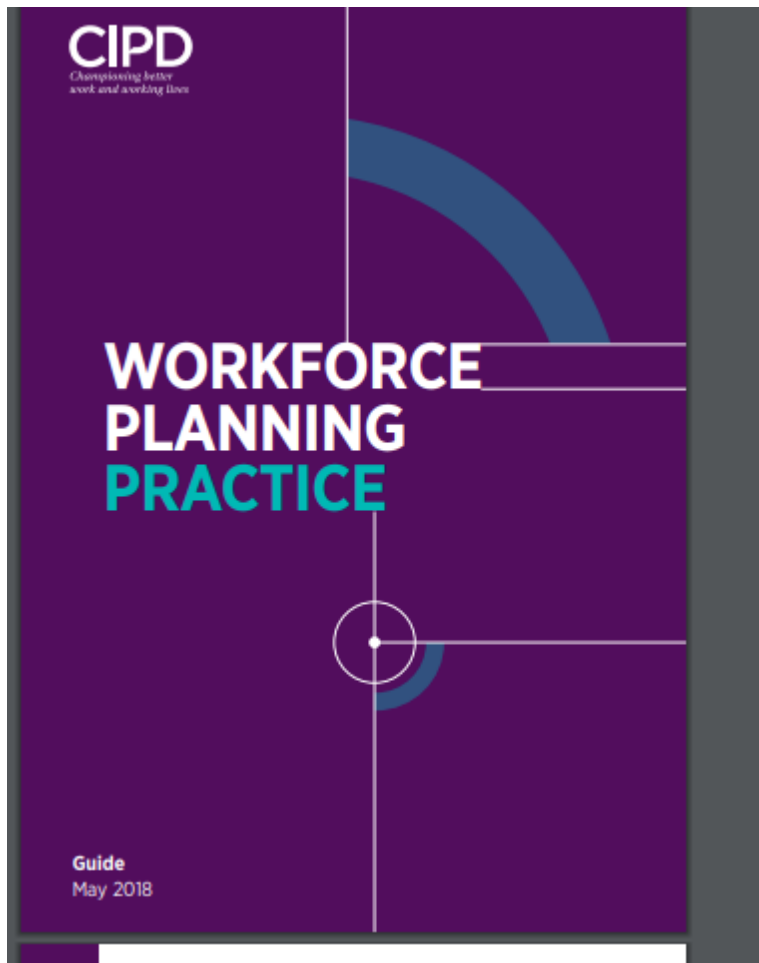
Notes: Recommendations should follow on from the conclusions in LO1 above and be explained and justified.

Evidence: Written recommendations.

To improve our approach to talent planning, based on my review above of the current methods, we need to work with Dow to have a strategic workforce plan, as currently our planning is all operational and very short-term working usually no more than a month in advance. I suggest we use the CIPD (2018) Workforce planning practice guide (Doc.6) to come up with a longer-term strategic forecast, and complete more in depth operational planning to better understand Dow and its environment, to analyse the current and potential workforce, determine future workforce needs, identify any gaps, take action to address shortages and monitor and evaluate our actions. (CIPD,2018) We need to help our client Dow by providing constant up to date information on how to attract / retain talent and current market data, and work with them to become more forward thinking with requirements, so that roles can be recruited for sooner and therefore there is no negative affect on production. We need to complete a competitor analysis of organisations that we compete with for talent, researching what salaries, working hours, culture and benefits they offer (Octopus,2020) and hold meetings with Dow to discuss the findings and whether we can make changes to ensure we stay an employer of choice in the area. We need to discuss having joint employee branding, as currently potential employees see the jobs advertised by Adecco, with no Dow branding. Having Dow branding on the advert too could encourage more applicants. As an organisation we need to ensure we have an attraction strategy and are presenting ourselves and Dow our client in the best way possible, with a brand message reflecting the reality of working for the organisation. (Wilkinson & Taylor, 2016) In our attraction strategy we can discuss options with Dow such as social media advertising, employee referrals, and not just rely on the web page posting we do currently. Due to the current great resignation whereby according to Mahony (2022) for Harvard Business Review 41% of the global workforce are considering resigning from their jobs, we need to focus on our employee value propositions (EVPs) to ensure we attract and retain talent. They believe the EVP needs to have input from current employees and tell a story of who the organisation is and what it stands for, be linked to the organisations purpose, so that employees understand their purpose in helping the organisation achieve the greater good, We must create a culture of belonging, flexibility, and growth. We understand the reasons behind employee turnover but we need to create initiatives with Dow to reduce this and increase

employee retention, according to CIPD (2020a) during the past 2 years measures employers have taken to improve this have included increased training investment (24%) offering more apprenticeships (19%) investment in brand (17%) introduced or improved a workforce planning strategy (16%) Improved employment conditions (15%) these are some of the solutions we can suggest to implement with Dow, and create an environment where we get more feedback from our employees. We need to undertake succession planning, to identify and develop talent to fill key positions in future by firstly identifying and considering business critical roles or pools of similar skilled roles that will need to be filled by successors, training and developing people and ensuring smooth transitions into the roles. We can include traditional methods which offer a top-down confidential approach, managers identifying and developing individuals with talent which can be subjective and elitist or the contemporary approach which has less secrecy, broader vision, encompasses all and uses sophisticated selection techniques to develop pools of talent (Wilkinson & Taylor, 2016) Our Succession plans need to be fair and transparent by advertising, communicating to all, having a selection criterion and encourage diversity and inclusion. (Weeks, 2020) We also need to improve the vacancy release process whereby line managers put requests in for new hires via the internal system for approval, and once approved the central workforce team email me the vacancy, often with missing data. I propose I create a document alongside the central workforce team to educate line managers on what information is needed on the request such as qualifications, experience and job description, this will ensure all the required information is contained in the form and will avoid delays to starting the recruitment process.

Doc.6



LO3 – Be able to contribute to people resourcing activities.

Learners should identify and explain a business need for one of the following resourcing activities: *developing job descriptions, person specifications or competency frameworks; recruitment; selection; re-deployment; redundancy; retirement*. Learners should take a main role in the selected activity, either undertaking it themselves supported by a mentor, or working within a team or work group.

There is currently a business need for developing a job description for the production operative roles we recruit for often for Dow. Currently, when the role is released and sent to us by Dows workforce admin team, within the email there are the basic details such as the rate of pay, line manager, job title, start and end dates for the position (Doc.7) There is also a job description attached (Doc.8) however you will see from the copy provided below that is it very brief, the only thing it tells us about the role is that the primary responsibility is to operate production units to defined production rates and quality specifications, whilst meeting safety, environmental and regulatory requirements. It contains information on the shift pattern and more in-depth detail on the qualifications and experience required. I do not believe this gives candidates enough detail on the role. According to Wilkinson & Taylor (2016) job descriptions should focus on the nature of the role and be based on a job analysis. It should summarise what the job involves, key responsibilities and reporting lines. I

emailed the line manager Bethan Carter (Doc.9) to arrange for me to visit the working area, job shadow a production operator and work with her to create a job description. Before attending the meeting I researched how to define a role and what information needed to be included by reading the CIPD factsheet (2021) by Gill Maxwell on an introduction to recruitment (Doc.10) Notes taken in the meeting shown below (Doc.11) I also emailed the workforce admin team to ensure they were kept in the loop regarding my view of the need for a job description to be written for this role and that I would take the lead role in completing this, with support from Bethan Carter production operations manager, and that I would email them a copy for approval once complete, to ensure Dow HR were in agreement with it prior to using it to advertise the production operative role. Notes taken in the meeting shown below (Doc.12) Legislation which underpins the activity includes the Equality Act 2010 as organisations have a legal responsibility not to discriminate directly, indirectly, or positively in the recruitment and selection process by the protected characteristics, sex, disability, marital status, sexual orientation, religion, belief, race, nationality. I used the notes taken in the meeting and notes taken during the job shadow to form a job description (Doc.13) I sent the job description to Bethan Carter the production operations manager to check it included everything we had discussed in the meeting (Doc.14) and she replied to confirm and thank me for taking the time to conduct the activity (Doc.15) I then emailed the Central workforce team to gain approval to use this when advertising jobs (Doc.16) and they replied to say they had linked in with Dow HR and reviewed the job description and confirmed they were happy for Adecco to use this going forward to recruit and advertise for production operative roles (Doc.17) I discussed the activity with my line manager Vicky Cole in our weekly catch up teams (Doc.18) and reflected on how I had seen the need for a more detailed job description when receiving the job description to advertise a new role, how I had met with the line manager and completed a tour of the working area, and observed someone doing the same job, then myself and Beth had written the duties and responsibilities and I had gone away and checked it met legislative requirements, and written the job description, and then had it approved by the Dow hiring manager, the central workforce team and HR. We discussed the fact that the role is now ready to be advertised in a professional and detailed description which will provide candidates with the required information to decide if they are interested in applying.

From: FTNTEMP <FTNTEMP@dow.com>
Sent: 17 May 2022 09:16
To: Rees, Jessica <Jessica.REES@adecco.co.uk>
Cc: FTNTEMP <FTNTEMP@dow.com>
Subject: DOW-4385 - New resource request (UK Barry)

Hi Jess,

Please find herewith the official request to recruit a production operative

Pay rate: £12:00

Job rate: B2

Thank you!

CWA Focal Point	FTNTEMP@dow.com
Company	DOW SILICONES UK LIMITED
Hiring Manager	Bethan Carter
Department Name	ESS
Job title	Production Operative
FTE	1
Safety Certificate	No
Requested languages	English
Additional requirements	Experience of working in similar environment
Knock-out criteria	
Shift	24/7 shift pattern
Job category	Contingent staff
Desired start date	01/06/2022
End date	31/10/2022
Medical check	Yes
Location	Barry

Doc.8

Job details: Production Operative

The primary responsibility of this role is to operate production units to defined production rates and quality specifications, whilst meeting safety, environmental and regulatory requirements.

The shift pattern operates 24/7 365 days a year. An annualised hour's cover system is used to provide sickness cover in addition to supporting specific plant activities and a key role expectation is to provide a reasonable amount of overtime cover when needed on the rostered cover days. Holidays are rostered into the shift pattern with a 12 consecutive day rest period every 5 week rotation cycle.

Qualifications and experience required:

- Ideal candidate will have 5 passes GCSE grade C plus or equivalent but this is not essential.
- Will demonstrate ability to pay close attention to detail, be able to identify defects or product issues and seek to improve the process in order to eliminate the defect.
- Demonstrates a safety first mind-set and be ready to step in and intervene to ensure all tasks are completed safely without incident or injury.
- Is able to work as part of a team and support other operators, in addition to being able to be autonomous and work independently when required.
- Experience within a factory production line with emphasis on quality control is preferred but not essential.
- Applicants must be confident with IT systems and willing to learn new programs which are used for process control, stock control and electronic log books

I
Doc.9

 Defining the role

Job analysis

The first step is to spend time gathering information about a job from a variety of sources, whether the position already exists or is new. This analysis provides the information needed for the job description and person specification. It should include:

- The job's purpose and what duties are involved.
- How and where it could be carried out.
- What outputs would be expected of the jobholder.
- How it fits into the organisations' structure.

Job description

The job description explains to potential candidates the detailed job requirements such as responsibilities and objectives of the role. It helps the recruitment process by providing a clear overview of the role for all involved. It can also provide clarity during induction and later, on performance and objectives.

Person specification

The person specification states the essential criteria for selection. The characteristics must be clear, demonstrable and avoid bias in wording.

Competence and competency frameworks are sometimes substituted for job or person specifications, but these should include an indication of roles and responsibilities. See our factsheet on competence and competency frameworks.

Job advertisements

Doc.10

From: Rees, Jessica
Sent: 17 May 2022 15:34
To: 'Carter, Bethan (BK)' <Bethan.carter@dow.com>
Subject: Job Description for production operative role

Hello Beth

Hope your well. I am onsite tomorrow and can see you have availability in your calendar from 11am to 12.30pm, I am going to book some time in to spend with you viewing the work environment and gaining a better understanding of the role so we can create a more detailed job description. This will give candidates a better understanding of the role and whether it is something they wish to apply for.

If tomorrow at 11am is not convenient please let me know, otherwise I will see you then

Thanks
Jess

Doc.11

From: Rees, Jessica
Sent: 17 May 2022 16:25
To: FTNTEMP <FTNTEMP@dow.com>
Subject: RE: DOW-4385 – New resource request (UK Barry)

Hi Tamara

Thanks for sending this role through. I think potential candidates would benefit from more detail in the job description so I will meet with Bethan Carter to gain her input in order for me to create a new job description, once this has been created I will email you a copy so you can share with HR and anyone else internally at Dow before I use it to advertise.

Thanks
Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M 07730 195850

Doc.12

Meeting with Bethan Carter 18.06.2022 to discuss developing a job description for production operator role.

Main duties:

Operate production units to defined production rates and quality specifications, whilst meeting safety, environmental and regulatory requirements.

Working closely with the team to troubleshoot problems

Maximise area output and process unit online time

Use of FLT to handle material needed for production

Packaging final product and delivering to warehouse ready for distribution

Work with maintenance and other support personnel to safely execute planned maintenance on equipment

Work with other function such as warehousing and scheduling to ensure production processes to schedule and potential issues are anticipated and resolved

Follow the SOP To batch recipes with high attention to detail to ensure process abnormalities are identified quickly and potential quality defects are resolved.

Work with maintenance and other support personnel to safely execute planned maintenance on equipment

Work with other function such as warehousing and scheduling to ensure production processes to schedule and potential issues are anticipated and resolved

Follow the SOP To batch recipes with high attention to detail to ensure process abnormalities are identified quickly and potential quality defects are resolved.

• Interface with IT based stock management system to ensure accurate records of batch information and material movements. Including assisting with periodic stock checks of the area. (SAP)

Other duties:

• Ensuring accurate completion of log book entries, production records and routine safety checks each shift.

General Business

• Ensure the area is maintain to a high standard of housekeeping throughout the shift and ensure a safe work environment is maintained at all times.

• Participate in operations training and assessment programs to maintain capability, flexibility and skills levels.

• Working flexibly within the department to provide support to different operating teams as required.

Working Conditions

Reports to:

Lead operator and production operations manager.

Production Operative

Reports to: Lead operator and Production Operations Manager

The primary responsibility of this role is to operate production units to defined production rates and quality specifications, whilst meeting safety, environmental and regulatory requirements.

Duties include

- Collaborating closely with other members of the production area shift team to jointly troubleshoot plant problems and to maximize area output and process unit on-line time.
- Handle (manual and [fork lift](#)) all process materials needed for production. Including packaging of final product and delivery to the warehouse ready for distribution.
- Collaborating closely to maintenance and other support personnel to safely execute planned maintenance on the process equipment. Ensuring adherence to safe work processes and procedures at all times.
- Collaborating with other functions such as the warehouse or scheduling team to ensure production progresses to schedule and potential issues are anticipated and resolved before impacting the process units.
- Maintaining a disciplined approach to following procedures and batch recipes, in addition to ensuring a high attention to detail to ensure process abnormalities are identified quickly and potential quality defects are resolved.
- Interface with IT based stock management system SAP to ensure accurate records of batch information and material movements. Including assisting with periodic stock checks of the area.
- Ensuring accurate completion of log book entries, production records and routine safety checks each shift.
- Ensure the area is maintain to a high standard of housekeeping throughout the shift and ensure a safe work environment is maintained at all times.
- Participate in operations training and assessment programs to maintain capability, flexibility and skills levels.
- Working flexibly within the department to provide support to different operating teams as required.

Doc.14

From: Rees, Jessica
Sent: 18 May 2022 15:08
To: Carter, Bethan (BK) <Bethan.carter@dow.com>;
Cc:
Subject: Job description – Production Operative

Hi Beth

Thanks for your time yesterday, based on our conversation and tour of the production area / job shadow I have written up the job description and attached, please can you check and let me know if there is anything you would like to amend or add and approve the use of it going forward to advertise and recruit.

Feel free to give me a call if you want to discuss further

Speak soon
Jess

Jessica Rees-Evans
Contract Manager

Doc.15

From: Carter, Bethan (BK) <Bethan.carter@dow.com>
Sent: 19 May 2022 15:30
To: Rees, Jessica <Jessica.REES@adecco.co.uk>
Subject: RE: Job Description - Production Operative

Thanks Jess, I have reviewed the job description and it looks great, I can confirm you are good to go ahead and gain approval from HR.

Thanks for taking the time to complete this activity – I really appreciate it.

Thanks,
Beth

Doc.16

From: Rees, Jessica
Sent: 21 May 2022 10:08
To: FTNTEMP FTNTEMP@dow.com
Cc:
Subject: Job description – Production Operative

Hi Team

As discussed previously I met with Bethan Carter and have since created a job description which I have attached, please can you review with HR and confirm you are happy with me using it for future recruitment and advertising.

Many Thanks
Jess

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

Doc.17

From: FTNTEMP <FTNTEMP@dow.com>
Sent: 23 May 2022 08:26
To: Rees, Jessica <Jessica.REES@adecco.co.uk>;
Cc:
Subject: Job description – Production Operative

Hi Jess,

Thank you for the inputs! Very much appreciated, I have linked in with HR to review the job description and we approve the use of this job description.

Many thanks
Tamara

Tamara Maenhout-Lambert
CWA – Contingent Workforce Agency

Dow Benelux Integrated Center B.V.*
H H Downen 5

Doc.18

Today < > 23 - 27 May 2022		Pont
	Monday	Tuesday
	23	24
10:00	+2	
11:00		
12:00	Look through pay increase detail	Weekly Catch up
13:00	Dow payroll refresher Microsoft Teams Meeting Rees, Jessica	
14:00		
	Close off audit	
15:00	Check through response for job adv	
16:00		

References

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