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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: 30.12.2021

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change

Word Count: 2252

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Evidence Matrix

Unit Code	Unit Title	Learning Outcome	Evidence Description	Evidence Reference Number	Assessor Initials	I/V initials if sampled.
5AMOC	Contributing to the management of change	1.1	Current employee handbook	Doc.1		
5AMOC	Contributing to the management of change	1.1	Employee 1 month review document	Doc.2		
5AMOC	Contributing to the	1.1	Meeting notes	Doc.3		

	management of change					
5AMOC	Contributing to the management of change	1.2	Stakeholder map	Doc.4		
5AMOC	Contributing to the management of change	1.3	Email	Doc.5		
5AMOC	Contributing to the management of change	1.4	Change Plan	Doc.6		
5AMOC	Contributing to the management of change	1.4	Gantt chart	Doc.7		
5AMOC	Contributing to the management of change	1.4	Stakeholder map	Doc.8		
5AMOC	Contributing to the management of change	1.4	Communication Plan	Doc.9.		
5AMOC	Contributing to the management of change	2.1	Email to Marketing	Doc.10		
5AMOC	Contributing to the management of change	2.1	Email from Marketing	Doc.11		
5AMOC	Contributing to the management of change	2.1	Handbook	Doc.12		
5AMOC	Contributing to the management of change	2.2	Email to stakeholders	Doc.13		

5AMOC	Contributing to the management of change	2.2	Email From stakeholders	Doc.14		
5AMOC	Contributing to the management of change	2.2	Email to all employees	Doc.15		
5AMOC	Contributing to the management of change	2.3, 3.1	Feedback meeting notes	Doc.16		
5AMOC	Contributing to the management of change	2.4	Saved folder	Doc.17		
5AMOC	Contributing to the management of change	2.5	Email from Manager	Doc.18		
5AMOC	Contributing to the management of change	3.2	Meeting in Calander	Doc.19		
5AMOC	Contributing to the management of change	3.3	Presentation	Doc.20		

LO1: Be able to plan for the implementation of change processes within an organisation.

1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement.

My job role is to manage a contingent workforce of manufacturing employees at Dow Silicones for recruitment agency Adecco. When we onboard and start a new employee at Dow we provide them with a handbook with relevant information in on their first day (Doc.1) Around 1 month after they have started we undertake a one to one meeting with them to discuss how they have settled in to the role, how they found the onboarding process, what support they need, any challenges they have faced so far and other questions (Doc.2) From this meeting any findings are discussed with the employees line manager and any trends identified are discussed

with my manager. I have noticed a trend in employees stating that they do not find the current handbook as helpful or informative as it should be. I arranged a meeting with my manager Vicky Cole to discuss the findings from these one to one meetings (Doc.3) During the meeting we discussed the need to improve our current handbook document based on feedback from employees during their one month review which stated that they do not find the handbook helpful for the following reasons: It is provided to them in paper format on first day with other paperwork, and therefore is often lost or put with other paperwork then when it is needed further down the line when for example, they need to know the process for calling in sick, they are unable to locate it. The information is not sufficient and requires more detail added as feedback states that often when they do look in it for information, it does not hold the information they are looking for and It is not visually appealing.

Potential benefits of making this change are the positive impact it will have on the relationship between HR and mobility which can enable the organisation to leverage mobile workforce to fill talent gaps and keep employees engaged to prevent costly turnover. Effective collaboration between HR and mobility can be a real differentiator in the workplace. (Raconteur, 2018) by making this change to a more accessible handbook it will ensure it is accessible by all & ensure employees feel supported, potentially aiding talent attraction, retention and employee wellbeing. It could also impact the number of queries HR get, as the handbook will provide enough information so employees do not need to come to HR for some queries that they do now, resulting in more time for HR to be working on other things. It can showcase the benefits we offer as an organisation (Paycor, 2020) and give us a competitive edge – Having an effective handbook could have a factor in achieving a competitive edge in the marketplace by contributing to attracting and retaining talent. When drafted poorly, handbooks can leave employers exposed when it comes to legal action, so it's important to get it right. (People Management,2018)

1.2. Analyse who will be affected by the changes and their potential information and support needs.

I created a stakeholder map to define who would be involved and affected by the change.(Doc.4) which consisted of Marketing, who will need to pull together the information provided and create the digital handbook. My line manager Vicky Cole who will need to check and approve the handbook. All our employees work under the manufacturing department manager so they need to be kept informed of the final document. Our current employees would also benefit from a copy of the updated handbook and may need support in how to access and save it in the way of training or written information.

1.3 Identify the resources required for the change process and how these will be made available.

We need to put our people first, at the heart of the change and inspire through purpose (Jim Hemmerling, 2016) and therefore I decided to offer employees to be part of a project to define what needs to be included in the new handbook. I sent out an email to all employees detailing the change we were looking to make and to ask for anyone interested in being involved to email me to express an interest. (Doc.5)

I had 6 employees who expressed an interest in being involved in the handbook update and arranged a meeting with them to gain an insight into what they felt needed to be included in the new handbook. Our marketing department will need to create the new document and therefore I spoke to the marketing team to check it was something they had the capacity to do at the moment & what the turnaround time would likely be from me providing the information required to them creating the digital document.

1.4 Devise a plan, including objectives, actions and timescales for implementing the required change.

I created a change plan which detailed the aims and objectives of the change, the activities to achieve the objective, who would be affected, the roles each person would play, any support needed, resources required, monitoring activities and success measures. (Doc.6) I also created a Gantt chart to plot the timelines and milestones (Doc.7) and stakeholder map (SHRM, 2019) (Doc.8)

1.5 Communicate the change plan, and gain agreement for its implementation, from decision makers.

I held a meeting with the stakeholders involved in the change and during the meeting we discussed and I completed communication plan (SHRM, 2017) (Doc.9) to discuss communication objectives and guidelines, created a stakeholder communication needs analysis, stakeholder requirements, key messages, delivery channels, information collection, communication schedule, communication events, communication responsibilities, feedback measures and success criteria. At the meeting I gained agreement from Vicky Cole for the plan to go ahead.

966

Doc.1

The Adecco 'connect' system'

You will add all of your personal detail to our connect system prior to starting your assignment at Dow. Your personal details can be updated at any time on this system. You will need to log in weekly to submit your timesheet via the system, we will send you a separate guide on how to do this.

Payment

In order that you are paid accurately & on time, it is imperative, that you complete your timesheet by 0930 each Monday.

You will be paid each Friday, one week in arrears. Your wages will be paid by BACS directly into your nominated bank account.

Adecco is your official employer & you should direct any queries you have regarding wages, annual leave, tax information, sickness & absence directly to Adecco. You will only be paid for the hours you physically work.

Tax

Adecco must receive a P45 to ensure you are on the right tax code. Sometimes your previous employer may not be able to get this out straight away and so we will ask you to complete a New Starter Form in the interim which should allow the tax office time to get you on the right tax code for your first pay.

For any tax issues, please contact the Tax Office on...

0845 300 0627

Quote the Employer Reference No: 951/AD220

Tax Office Telephone opening hours:

8.00 am to 8.00 pm, Mon to Fri, 8.00 am to 4.00 pm Sat

Payslips

Pay slips will be posted each week to your home address.

Pensions

NOW Pensions are our Pension providers, for those age



better work, better life

ADECCO ASSOCIATE HANDBOOK

Tel.: 01446 723031

Mob.: 07730 195850

Your onsite contact:

Jessica Rees-Evans

Contract Manager

E-mail: jessica.rees@adecco.co.uk

James Jones

Contract Consultant

Email: James.jones@adecco.co.uk

Adecco on Site Office is located by
the turnstiles in reception



Ram Site

Induction:

Induction is held by the site health and safety team on your first day of work at Sough Gate Eco centre, this involves a verbal session with a test at the end and will take a total of 2 hours.

You are required to refresh your induction annually. Once your induction is coming up to its 1 year anniversary it will beep at the turnstiles and not allow you access to site, once you report to the security office to check the team will advise this is due to the refresher now being required and extend your badge for 2 weeks to allow you time to complete. The refresher can be completed online, please contact us to forward you the link for completion..

Training plan:

You will be provided with a training plan which matches your job role in your first week of assignment and your training can be accessed via the diamond learning icon on your desktop. You will receive email reminders for courses that need completing.

Annual Appraisal

Once you have completed 1 full year on assignment you will be given annual appraisals at the end of each year to evaluate your performance. These will be organized by your Adecco Account Manager

Disciplinary policy

A copy of the Adecco disciplinary policy is available via request from your Adecco Account Manager.

About Dow:

Since 1943, we've been exploring the potential of silicones to help solve some of the world's most important challenges.

In June 2016, Dow and Dow Corning came together, combining complementary silicone and organic

Consumer Solutions – Three Business Units Focused on Meeting Our Customers' Unique Needs:

- **Home & Personal Care** – offers a broad portfolio of silicone and organic products that empower consumer brand owners to create products with exceptional performance
- **Performance Silicones** – high-performance silicone solutions that serve the automotive, high-performance building, pressure sensitive industry and advanced assembly markets
- **Silicone Feedstocks and Intermediates** – delivers a range of standard silicone materials for established markets.

Working Hours & Timekeeping:

- You are expected to attend work on each day of your work pattern. You are required to be ready to start work at the beginning of your shift. We suggest arriving 10-15 minutes early

Sickness and Absence:

- If you are unable to attend work due to sickness or emergency, please ensure you contact the Dow Corning Gatehouse as soon as possible providing as much notice as you can by calling 01446 723100 please also leave a message or text on the Adecco mobile 07730 195850.
- You should leave your name, job/department, supervisor's name, and likely date of return.
- You should also contact your supervisor directly after contacting the gatehouse and Adecco to notify them that you will not be in work.
- Please report that you are fit for work using the same procedure as above i.e. notify

Sickness/Absence continued:

$$B = S^2 * D$$

- B is the Bradford Factor score
- S is the total number of occasions (instances) of absence of an individual over a 12 month period.
- D is the total number of days of absence of that individual over a 12 month period.

You will be advised of your Bradford factor on each return to work meeting and should your Bradford factor hit the number 400 we will hold an absence review meeting.

Paid Annual Leave (PAL):

- All leave MUST be authorised by Dow before booking. They have the right to refuse leave if the department/production will be impacted.
- At Dow's request you are required to give at least 1 week's notice for any leave requested. For emergency time off / holiday requests will be reviewed on a case by case basis and shorter notices may be allowed but they must still be approved by the hiring manager
- You will not be able to claim a days leave for sickness in retrospect. This will allow Dow and Adecco to monitor sickness/absence.
- UNLESS you are a shift worker where your holiday will form part of your regular wages. You and your manager must complete a holiday tracker to keep track of your holidays and submit to Adecco after each holiday is approved.
- The holiday year will run from the first week of February to the last week in January each year. Please see the addendum to your contract for details.
- Unpaid leave is not allowed and you must stay within your holiday allowance.
- On your timesheet please add the hours that you

Canteen:

There is a canteen on site and also available to you are fridges, microwaves, toasters, and vending machines.

Smoking Policy:

Smoking is only allowed in the designated areas at break times. Failure to comply will result in disciplinary action.

Dress Code and PPE:

- During your assignment Dow will provide you with adequate Personal Protective Equipment for you to safely carry out the work you are completing.
- This will be checked regularly by Adecco for your Health & Safety.
- It is your duty to ensure this is worn at all times and failure to do so may result in disciplinary action.
- Adecco will set you up with a H&S training plan in your first week of work; this will be monitored by Adecco and your line manager

Car Parking & Site Access:

All Adecco employees will be given an ID card during their Health & safety induction- without this you will not be able to move around the site. There is a car park on site, please ensure you reverse park into the spaces provided.

Lockers:

All Adecco employees will be given a locker to store valuables. Adecco and Dow accept no responsibility for lost or damaged belongings.

Drug & Alcohol policy & testing:

Dow will conduct random and for cause D&A tests on both agency and permanent staff on a

New employee review meeting

Employee Name:

Start date:

Date review completed:

How do you feel you have settled into the role?

How did you find the onboarding process?

Are there any improvements you can think of for our onboarding process?

Are you happy with the level of support provided since starting the role?

How do you think we can improve on this?

Did you find the handbook useful?

Why did you / did you not find it useful?

Can you think of any improvements we could make the handbook?

What resources do you need to be successful at your job?

Which aspect of the job are you excited about? Which are you worried about?

What has surprised you about the job in the first 30 days?

What are some highlights of the job so far?

How frequently do you like to receive feedback?

How do you prefer to receive feedback?

What challenges have you come across thus far?

Who on the team has been most helpful? And how?

What do you like about the organization?

How can we help you reach your goals?

What do you think you need to improve now that you've been doing the job for a month?

Meeting with Vicky Cole held 30.10.2021

We discussed the need to change our current handbook document provided to employees on their first day. A recent feedback survey on new employees after 12 weeks in the role has shown that they do not find the handbook helpful for the following reasons:

- It is provided to them in paper format on first day with other paperwork, and therefore is often lost or put with other paperwork then when it is needed further down the line when for example, they need to know the process for calling in sick, they are unable to locate it.
- The information is not sufficient and requires more detail added as feedback states that often when they do look in it for information, it does not hold the information they are looking for.
- It is not visually appealing.

Implications of this change on HR are:

- The time required to update and reproduce the handbook and which employees have capacity to support
- The positive impact it will have on the relationship between HR and mobility which can enable the organisation to leverage mobile workforce to fill talent gaps and keep employees engaged to prevent costly turnover. Effective collaboration between HR and mobility can be a real differentiator in the workplace. (Raconteur, 2018) by making this change to a more accessible handbook it will ensure it is accessible by all & ensure employees feel supported, potentially aiding talent attraction, retention and employee wellbeing. It could also impact the number of queries HR get, as the handbook will provide enough information so employees do not need to come to HR for some queries that they do now, resulting in more time for HR to be working on other things.

Stakeholder Mapping Worksheet

Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

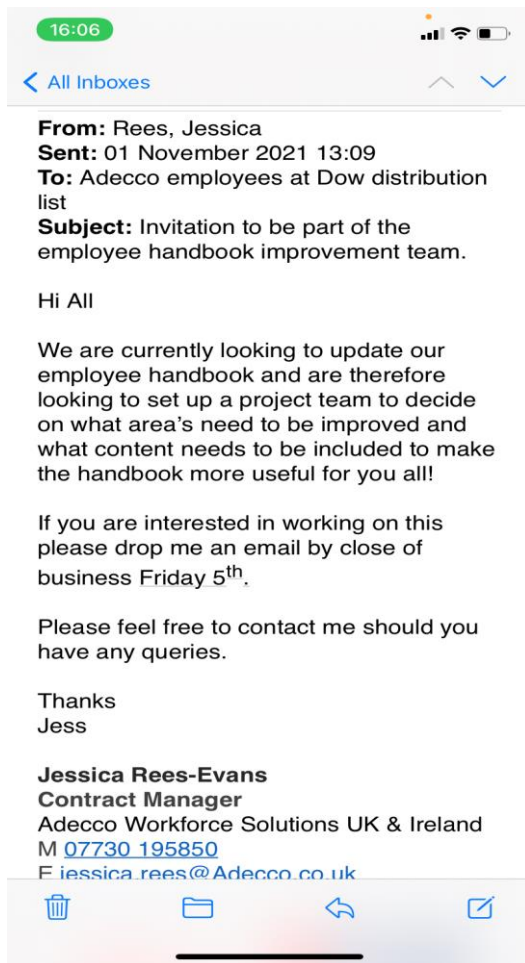
Stakeholder Grouping

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.



Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Example: Marketing	Low	High	Keep Informed
Marketing	Low	High	Key Player
Vicky Cole	High	High	Key Player
Manufacturing Department Manager	Low	Low	Keep Informed
Client relationship Manager for our client Dow	Low	Low	Keep Informed
All employees	High	High	Key players

(SHRM,2019)



Doc.6

Example Change Plan

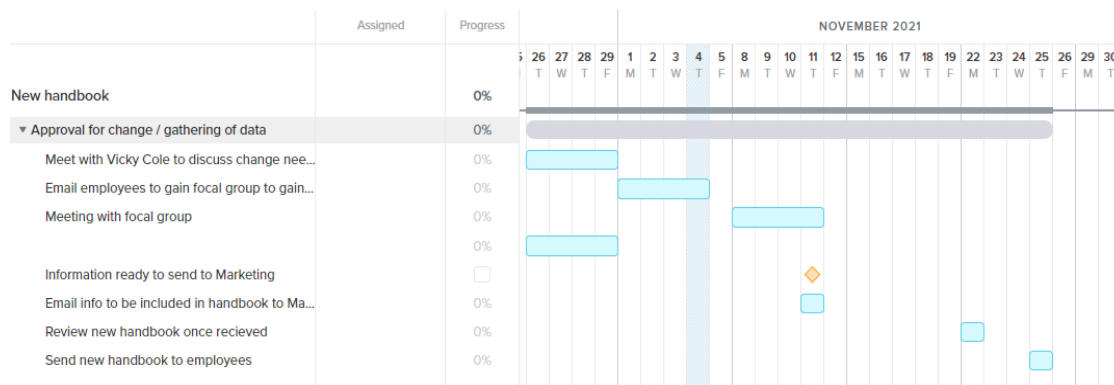
Created by	Jessica Rees-Evans
Date	04/11/2021
Version	1

Vision and Objectives
Create a new handbook for employees which is digital and contains useful information for employees to access whenever needed.
Activities to achieve objectives (<i>attach Gantt chart</i>)
- Meet with line manager Vicky Cole to discuss the need for change and gain agreement - Email employees to create focus group to contribute to what they feel needs to be included in the handbook - Hold meeting with employees who are interested in contributing and getting a list of subjects to be included in handbook - Meet with Vicky Cole line manager and manufacturing leader to discuss what the focal group have listed and see if they have any further contributions / if they are happy with information collated so far. - Provide Marketing with the list of information that needs to be included in the new handbook. - Once marketing <u>have</u> created the new handbook I will need to review - Set up meeting with Vicky Cole, Manufacturing leader and focal group to see what they think of the new handbook and if anything needs amending / adjusting. - Once approved send new handbook to all employees and use this handbook going forward for all new employees.
Business case (<i>evidence-based - include data, benefits of change, gap analysis – difference</i>)

Business case (<i>evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks</i>)
By making this change to a more accessible handbook it will ensure it is accessible by all & ensure employees feel supported, potentially aiding talent attraction, <u>retention</u> and employee wellbeing. It could also impact the number of queries HR get, as the handbook will provide enough <u>information</u> so employees do not need to come to HR for some queries that they do now, resulting in more time for HR to be working on other things. It can <u>showcases</u> the benefits we offer as an organisation (Paycor, 2020) and give us a competitive edge – Having an effective handbook could have a factor in achieving a competitive edge in the marketplace by contributing to attracting and retaining talent
People affected (<i>stakeholders – employees, particular employees, customers, shareholders</i>)
Internal only. All Employees, line manager, marketing, manufacturing leader.
Scope of change (<i>eg one site, one product group</i>)
Roles (<i>project manager, sponsor, team members</i>)
Me – Leading the change Vicky Cole – checking and approving change Manufacturing leader – Keep informed Employee focal group – team members providing valuable input. Marketing – Creating the document
Communication strategy (<i>attach communication plan, list of change champions</i>)
Created

Support to be offered (<i>advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan</i>)
Coaching and training if required to access new handbook.
Timings and milestones (<i>see Gantt chart</i>)
Created.
Resources required, including cost (<i>equipment, time, people, materials, guidance</i>)
Time – employee focal group Time – Marketing department
Monitoring activities
Success Measures
Survey to gain feedback from employees on new handbook.

Doc.7



(Gantt,2021)

Doc.8

Stakeholder Grouping

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Example: Marketing	Low	High	Keep Informed
Marketing	Low	High	Key Player
Vicky Cole	High	High	Key Player
Manufacturing Department Manager	Low	Low	Keep Informed
All employees	High	High	Key players

Doc.9..

Communications Plan Template

Document Control

Document Information

ID	Information
Document Id	DC1121
Document Owner	Jessica Rees
Issue Date	04/11/2021
Last Saved Date	04/11/2021
File Name	Communication Plan Handbook update.

Document History

Version	Issue Date	Changes
1.0	04/11/2021	Information added

Document Approvals

Role	Name	Signature	Date
Project Sponsor	Vicky Cole	V.COLE	04/11/2021
Project Review Group	Dominic Lamb – Manufacturing leader and Vicky Cole	D.LAMB	04/11/2021
Project Manager	Jessica Rees-Evans	<u>J.REES</u> -EVANS	04/11/2021

This activity is designed to look at the key stakeholders identified during the stakeholder analysis and analyze their communication needs and who should be delivering the communication to that stakeholder, about what, and at what frequency.



Stakeholder	Communication Needs	Degree of Impact ¹	Preferred Communication Vehicle	Frequency of Communication	Delivered By
Vicky Cole	Checking in / approval	High	Face to face meetings	Milestones	JR
Manufacturing Leader	Checking in / approval	High	Face to face meetings	Milestones	JR
Focal Group	Forum to provide valuable information	High	Face to face meetings	Once at beginning of change project then again at the end to gain feedback	JR
Marketing	Provide information to create document	High	Email	Once to provide information required in handbook	JR
Employees	Formal communication of new document	High	Email, informal communication, survey.	At the end for Feedback	JR

Stakeholder requirements

Name	Role	Information	Timeframe
Vicky Cole	Project Sponsor	Approval to go ahead with change	Beginning of project, after focal meeting with team members, and after final draft of new handbook is received.
Sarah Taylor, Sarah Brook, Mark Goulding, Gareth Jones, Siobhan Jones, Lewis Hudson	Team members	Input on what information they feel the handbook should contain	Meeting held 2 nd week in November
Marketing Team		Create handbook document with all information provided by Jessica Rees-Evans	2 nd 3 rd Week in November
Dominic Lamb	Manufacturing leader	Review new handbook before it is sent to employees	3 rd week in November
	All employees	JR to send new handbook out	3 rd week in November
Jessica Rees	Project Leader	Leading all communication	

Information Collection

Once you have identified the channels that you are going to use to disseminate your information, you need to think about where the information is going to come from to populate your channel. For instance, where is the news information going to come from to populate your weekly newsletter?

Complete the following tables to specify the information source for each channel that you have listed above.

Channel	Focal group of 6 employees
Information Requirement	What they feel should be included in the new handbook
Information Provider	6 x employees
Collection Timeframe	Meeting 2 nd week in November

Channel	Marketing
Information Requirement	Create handbook
Information Provider	JR will provide the information required for the handbook update
Collection Timeframe	3 rd week in November

Channel	
Information Requirement	
Information Provider	
Collection Timeframe	

Communication schedule

This activity is designed to develop a communication schedule, which lists the communication topics, the goal of the message, who should receive the message, when they should be sent, how they should be sent, and more.

Communication Activities & Topics (What)	Target Audience (Who)	Timing / Frequency (When)	Developer	Reviewer	Approver	Deliverer	Vehicle (How)	Goal
Current Month								
Email to ask who is interested in joining focal group	employees	First week in November		JR	JR	JR	Email	Gain focal group of employees to provide input to new handbook
Focal Group meeting	Employees	2 nd week in November		JR	JR	JR	Face to face	Gather information to be added to new handbook.
Information provided to marketing	Marketing	2 nd week in November		JR	JR	JR	Email	To allow them to create new handbook.
Review new handbook	Vicky Cole, Dominic Lamb and employee focal group.	3 rd week in November		JR	JR	JR	Face to face	Approve new handbook or recommend amendments / additions to marketing.

Communications Events

Then complete the following table with the Communications events listed in the schedule above. Link the events by the common "ID" used. By describing these events in as much depth as possible, you can help your team members to complete the events on time.

ID	Event	Description	Purpose	Frequency	Date(s)
1	Project Meeting	Meeting involving myself and Vicky to discuss change needed and why	Gain approval for change	Start of project	30/10/21
2	Email	JR to send email to employees to request volunteers for focal group	To gain valuable input into content of handbook	Start of project	01/11/2021
3	Meeting	Meeting with those that have expressed an interest in joining focal group to discuss what information would be useful in handbook	Gain content of handbook	Mid project	08/11/2021
4	Email	To marketing with info required for handbook	To enable them to create handbook	Mid project	09/11/2021
5	Meeting	Once handbook is created and sent to JR meeting needs to be arranged with all change project team to review handbook	To approve handbook or make amendments	End of project	3 rd week of Nov 2021
6	Email	New handbook emailed out to employees	Employees have all the information required	End of project	End of November

Communication responsibilities

Key:A = *Accountable* for communication event (as marked in green)R = *Receives* communications materials, takes part in meetings (as marked in yellow)M = *Monitors* communications process and provides feedback (as marked in orange).

ID	Project Sponsor	Project Leader	Team Members	Manufacturing Leader	Marketing	All employees
1	A	A	O	O	O	O
2	O	A	R			
3	O	R	A	O	O	
4		A	R			
5	A	A	A	A		
6		A				R

LO2 - Be able to implement a change plan**2.1 Follow the agreed plan to implement change processes.**

I followed the change plan created by firstly providing a contact in Marketing - Sophie Clarke, with a copy of the previous handbook and the feedback from our focus group on what they felt needed to be included in the new handbook via email (Doc.10) I had already agreed a timeframe with marketing as part of the change plan, that the new handbook would be returned between 12th to 19th November. The new digital handbook was received on 15th November (Doc.11) on a link via email (Doc.12) https://issuu.com/adeccocorp/docs/dow_ebook?fr=sOGQwMjqzNzEzMA

2.2 Provide information and support to stakeholders in line with their identified requirements.

As per the plan I thoroughly checked the new document and sent it to Vicky Cole and the manufacturing department leader to gain feedback on whether they were happy (Doc.13) They responded to advise they were pleased with the changes made and the new handbook and were in agreement it could be rolled out (Doc.14). I then set up a meeting with the initial focus team and presented them with the new digital handbook on a large screen in one of our site meetings rooms, the feedback was excellent. The new handbook was sent out to all employees welcoming any feedback (Doc.15)

2.3 Apply techniques for maintaining positive working relationships throughout the change processes.

In order to maintain positive working relationships through the change I made sure I built trust with the stakeholders involved, If employees have trust in management and the organization they are more likely to support changes. Change leaders need to demonstrate their competence in making change with integrity. I also ensured that

levels of energy were maintained throughout the change process by being upbeat, positive and showing commitment to the change. I role modelled the change, to enable trust in the change and encourage employees to follow. I ensured I communicated well at all stages of the process, I encouraged those that wanted to be part of the focus group to question and participate in defining the future state in a meaningful way (CIPD, 2014). I ensured I understood, engaged with, build commitment from, and supported all stakeholders, I spent time learning and understanding their needs and perspectives and aimed to get them to want to help me succeed and feel supported in the change. (APM Knowledge, 2017)

2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.

When researching the best way to implement the change I listened to the CIPD (2015) Podcast on leading transformational change and heard that when making an organizational change Zurich had implemented change champions to get the message out, but more importantly to bring messages and responses back to monitor the change and response. I therefore asked the initial focus group if they would be happy to become change champions once the new handbook had been emailed out, to create discussions about it, help signpost and promote it to employees and encourage them to look at it, and to gather any feedback from it, we met on 22nd November to discuss the feedback which was positive, meeting notes below (Doc.16). There was one improvement made from an employee which was to possibly include the current site Covid19 policy, so I will review with management whether this is suitable to be included as it is ever changing, and we can make a decision together. During the change process I continually monitored the implementation of the change, we stayed within the agreed timescales which was helped by the level of detail in the change plan. We did not need to make any justified adaptations on this change and it was an effective change process that I would use as a template for future changes needed.

2.5 Maintain records of the change process in line with organisational requirements.

I recorded and maintained records of the change process by setting up a folder in projects / handbook change. I added all documents relating to the change in there (Doc.17). I also received an email from my manager Vicky Cole to confirm my contribution was effective and met organisation requirements. (Doc.18)

Doc.10

From: Rees, Jessica
Sent: 08 November 2021 14:44
To: Sophie Clark <Sophie.Clark@adecco.co.uk>
Subject: RE: Dow Handbook

Hi Sophie

Please see attached copy of our current handbook in order to be able to create the new digital version. Also please see below list of items our employees feel should be included, please could you also compare with handbooks created for other client partnerships and add in anything additional you feel would benefit. Please let me know if you have any questions or need any further support.

- Team structure / contact numbers
 - About Dow
 - Hours of work
 - Payroll info
 - Benefits
 - Annual leave
 - Eye test info
 - Pension
 - Tax
 - Absence policy
-

Doc.11

From: Sophie Clark <Sophie.Clark@adecco.co.uk>
Sent: 15 November 2021 14:16
To: Rees, Jessica <Jessica.REES@adecco.co.uk>
Subject: RE: Dow Handbook

Hi Jess,

Please find below link to new digital handbook, please let me know if anything needs changing or amending.

https://issuu.com/adeccocorp/docs/dow_ebook?fr=sOGQwMjgzNzEzMA

Many thanks,
Sophie

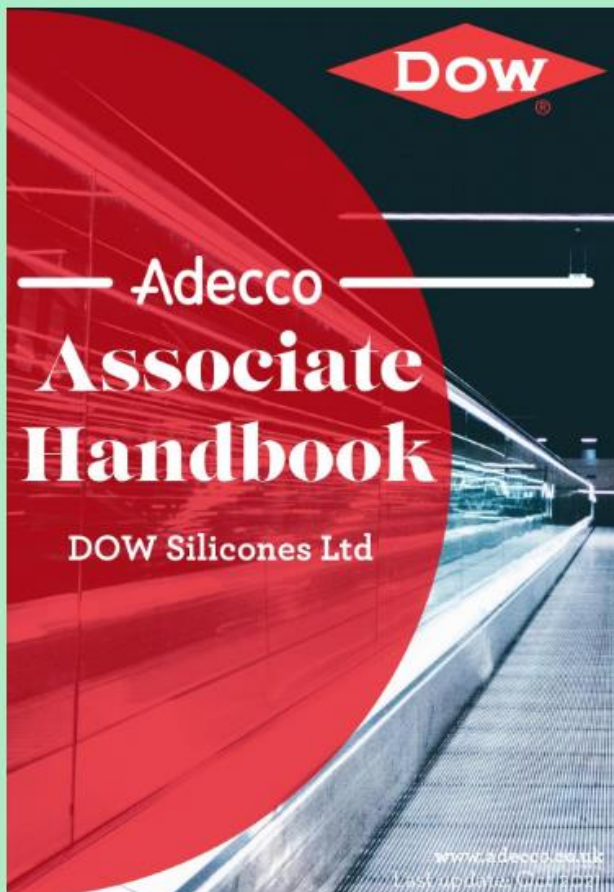
Sophie Clark

Success Manager, Adecco UK & Ireland

M [+44 \(0\) 7597 508 347](tel:+44207597508347)
E Sophie.Clark@Adecco.co.uk

10 Bishops Square, London E1 6EG
adecco.co.uk

The Adecco logo is displayed in a large, red, sans-serif font. It is partially cut off on the right side, showing only the letters 'Adecco'.



The world's leading provider of HR solutions.

With over 31,000 employees and 5,000 offices, in more than 60 countries and territories around the world and through our family of market leading brands, The Adecco Group offer a wide variety of services and connect more than 500,000 associates with over 145,000 clients every day. Registered in Switzerland, Adecco S.A. is a Global Fortune 500 company.



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500,000 Workers daily
60 Countries

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1 Your Assignment

Hello and welcome to Adecco

The purpose of this handbook is to provide you with all the information relevant to your assignment. It is in your interest to take the time to read the handbook and familiarise yourself with the contents. This handbook should be your first point of reference for any questions/queries that you may have.

Our aim in producing this document was to create a one-stop information point where you would be able to access all the information you are likely to need in relation to your employment with us. The Handbook and corresponding policy documents form part of your contract of employment with Adecco.

I hope you find this a useful guide during your employment, however if you are unable to find the answer to your question here, please feel free to contact the Adecco Team

Thanks,

Jessica

Jessica Rees-Evans
Contract Manager
jessica.rees@adecco.co.uk



5

Your Adecco team



Contact us

✉ Barry Site
Cardiff Road
Barry
Vale of Glamorgan
CF63 2YL

☎ Office 01446 723031
Jess Mobile 07730 195850
James Mobile 07704 537675

✉ Jessica.Rees@adecco.co.uk
James.Jones@adecco.co.uk
DDAC@adecco.co.uk

💻 www.adecco.co.uk

About DOW Ltd

Since 1943, we've been exploring the potential of silicones to help solve some of the world's most important challenges.

In June 2016, Dow and Dow Corning came together, combining complementary silicone and organic solutions to your growth challenges. Most importantly, we brought our shared commitment to customer success built on a collaborative, customer-intimate model to form the Consumer Solutions business.

Consumer Solutions is an innovation engine driven by a customer-first mentality, delivering new silicon-based materials allied with solutions from across Dow's diverse toolkit.

Consumer Solutions - Three Business Units Focused on Meeting Our Customers' Unique Needs:

Home & Personal Care - offers a broad portfolio of silicone and organic products that empower consumer brand owners to create products with exceptional performance

Performance Silicones - high-performance silicone solutions that serve the automotive, high-performance building, pressure sensitive industry and advanced assembly markets

Silicone Feedstocks and Intermediates - delivers a range of standard silicone materials for established markets



6

Contract of Employment

As an associate of Adecco, you will have received a contract of employment and completed other documents at registration. You are employed directly by Adecco, so should you have any problems or queries you should always address them directly to Adecco.

Further detailed policies and procedures which may not be mentioned as part of this document, but still form part of your conditions of employment with us can be accessed through your Adecco representative. All temporary associates will be aligned to the standard Adecco policies in relation to your employment matters. This handbook summarises the main terms of your employment with Adecco.

Adecco reserves the right to change its terms & conditions and employment policies from time to time. You will be notified at the earliest opportunity of these changes by way of general notice to all associates affected by the change.

Whilst you are on assignment for Adecco, we will strive to ensure you enjoy your time here. We will do everything possible to make sure you would recommend Adecco to a friend who is looking for work. If you have any questions or suggestions as to how we can improve our service during your Assignment at DOW Ltd, please see your Adecco Onsite Team.

End of assignment

Your assignment can be terminated at any time by DOW Ltd. You can terminate your assignment by giving Adecco 2 weeks' notice.

If you do decide to leave your assignment with Adecco, you must provide your resignation and P45 request in writing. Email is acceptable but please ensure that you confirm your address and date of birth.

2

Changes to personal information

It is important that our records are correct, as inaccurate or out of date information may affect your salary or cause difficulties in situations where contact is required for emergencies.

You must update your account on Connect Communities and notify the Adecco team immediately of all changes in the following personal information:

- Name
- Home address
- Telephone number
- Bank account details
- Emergency contact

Personal data on associates is held in accordance with the provisions of the Company's Data Protection Policy which will be made available for inspection by you if required.

Confidentiality

As an associate you must ensure that you maintain the confidentiality of information gained during the course of the assignment with the DOW Ltd.

whether it is corporate information, concerned with the business or the customers, whether it is obtained in any form i.e. verbal, written or data based, stored on magnetic or electronic media and data communicated through communication lines

3

— 2 — Pay and Benefits

Payroll

You are paid weekly, every Friday directly into your Bank account. This is paid in arrears, which means you work one week and are paid the following Friday for those hours.

You will be paid an hourly rate which will be indicated on your contract of employment. Report to the shift coordinator who will log all of your hours worked.

Occasionally on Bank Holidays your pay date may change, however this will be communicated to you by the on-site team.

Payslips will be available to view via your Connect profile by clicking [here](#).

In order that you are paid accurately & on time, it is imperative that you complete your timesheet by 0930 each Monday.

Weekly pay day
Friday

Pay queries

Should you have any queries regarding your pay please see your consultant.

If they are unable to resolve the query, they will contact the relevant HR department for further information. The deadline for any queries is 10.00 Monday in order for us to rectify your query for payment that week, however it is always better to raise a query as soon as you can.

Outlook



11

Adecco benefits

Adecco offer a large range of excellent discounts in our Benefits package.

Boost Benefits

As a valued associate, Boost Benefits is your go to place for discounts, wellbeing and recognition. Explore your benefits on offer and gain access to our new recognition scheme, exclusive for associates of The Adecco Group brands.

From groceries to gardening, electronics to fashion, holidays and even home utilities, there are almost 1000 different offers available to you, all of which can be used on top of other sales and promotions. Your different ways to save include:

- Reloadable cards
- Cashback
- Instant vouchers

Find out more about Boost benefits in our [eBook](#) or watch the Boost Benefits [video](#).

[Login to your Boost Benefits account](#)

Eye Care Vouchers

Your sight matters. If you work for long periods in front of monitors, computer screens and other VDU, it can cause eyestrain. As an employer we provide and fund an eye examination* to any employee using VDU and glasses if required solely and specifically for VDU.

Your Specsavers voucher entitles you to:

- A full eye test
- One pair of glasses from the £49 Specsavers range or £49 towards glasses, when required solely and specifically for VDU use
- £20 off when purchasing from the £99 range with Premium Club
- Safety Eyewear if required (working with machinery, chemicals, sparks etc)

[Apply for a Specsavers voucher](#)

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Annual leave

You will accrue holidays every time you work a shift with Adecco. You are entitled to 28 days as an Adecco standard which then increases to 33.5 days (in line with AWR) per year, 268 hours per full year calculated pro rata for part time employees.

It is your responsibility to manage your own holidays.

To find out your accrual please contact the Adecco office.

To request holidays you must:

1. Check availability with your Line Manager
2. Complete holiday tracker with your Line Manager
3. Submit paid annual leave form to Adecco

If you are a shift worker your holiday will form part of your regular wages.

Please allow at least 7 days notice of holidays, failure to do so may result in late payment of holiday pay.

All approvals must be obtained before taking any holiday.

If you need to attend appointments, please try to arrange these dates outside of your scheduled shift pattern. If this is not possible you will need to book the time off work using your holiday entitlement following the above and provide evidence of your appointment.

The holiday year is from the first week in February to the last week in January. No remaining holiday will be allowed to be carried over.

33.5
Days

Annual leave including Bank
Hols

Outlook



DNR S

#0036

[ref: 0

Thank

Shared



Delete

Pension and Tax

Pension Auto-Enrolment

Adecco will automatically enrol you into our pension scheme provided that you:

- Are aged between 22 and state pension age
- Earn income that is subject to tax
- Have worked for us for three months

Our pension scheme is provided by NOW. Pensions and you will receive information from them confirming whether or not you meet the criteria to be automatically enrolled. If you have pension contributions on your payslip it's because you meet all three of the criteria above. If you want to contact them in advance of receiving this information or because you haven't received any information to date you can contact them on:

Telephone: 0330 1003334

Email: Pensions Mailbox: membersupport@nowpensions.com

Remember that if you don't want to belong to the scheme you are able to opt out of it. In order to do this you must contact NOW: Pensions but only after they have written to you. You also have the option of opting in to the pension scheme before the 12 week period - you will need to contact Now Pensions directly regarding this.

Please note that no member of Adecco can advise you on whether you should join or not. If you are unsure, you should seek independent financial advice.

Tax

You will need to supply Adecco with your bank details on your first day and P45 to ensure you are paid correctly straight away.

If you have any queries relating to tax you will need to contact HMRC directly. The details you will need are below:
HMRC: 0845 300 0627
Adecco Reference: 95VAD220

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Pay during periods of absence

Reporting Absence

Please ensure you contact the Dow Corning Gatehouse as soon as possible providing as much notice as you can by calling 01446 723100 please also leave a message or text on the Adecco mobile 07730 195850. You should leave your name, job/department, supervisor's name, and likely date of return.

You should also contact your supervisor directly after contacting the gatehouse and Adecco to notify them that you will not be in work. Please report that you are fit for work using the same procedure as above. e notify gatehouse, Adecco and supervisor.

We will conduct a Return to Work interview after each occasion of absence.

Please note that continued and/or repetitive absence may result in disciplinary action being taken.

Bradford Factor

Sickness rates are individually monitored using the Bradford factor. The Bradford Factor is a systems used to calculate a score for each employee's absence in a year. The Bradford Factor is calculated as follows:

$$B = S^2 \times D$$

- B is the Bradford Factor score
- S is the total number of occasions (instances) of absence of an individual over a 12 month period.
- D is the total number of days of absence of that individual over a 12 month period.

You will be advised of your Bradford Factor on each return to work meeting and should your Bradford Factor hit 400 we will hold an absence review meeting.

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Pay during periods of absence

Statutory Sick Pay (SSP)

Statutory Sick Pay (SSP) may be payable in respect of periods of absence, subject to qualification in accordance with the rules of the scheme and with submission of appropriate certification.

There is no entitlement to SSP for the first 3 days of absence, known as waiting days. Furthermore, where Associates are not working on assignment at the time of becoming unwell, qualification for SSP differs and may not be applicable. For more details please contact your Adecco Onsite team.

For periods of sickness between 5 and 7 days, you will be required to complete a Self-Certification form which can be obtained from the Adecco Service Desk or your Adecco Onsite team. (Knowingly completing a Self-Certification form with false information will result in disciplinary action being taken, and likely dismissal from your assignment).

For periods of sickness over 7 consecutive days in length (including weekends and non-working days), you will be required to produce a Doctor's 'Fit to Return' certificate. This should be forwarded to your Adecco Onsite team as soon as possible. Failure to supply a Doctor's 'Fit to Return' certificate may result in loss of pay.

Your Adecco Onsite team will provide further information regarding Statutory Sick Pay.

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Agency Workers Regulations (AWR)

The Agency Worker Regulations seeks to ensure that agency workers receive the same entitlement or no less favourable treatment as comparable employees with respect to basic employment and working conditions.

Adecco work with DOW Ltd to ensure we are compliant with this legislation.



3 Standards of performance and behaviour at work



Behavioural expectations

We will endeavour to work in a spirit of teamwork and co-operation, respectful of others and understanding of their needs. We must communicate openly with trust and honesty, creating an atmosphere which fosters business growth and personal development.

We expect all employees to demonstrate the following behaviours:

- Treat others with dignity (treat others as you would like to be treated or, even better, the way *they* want to be treated)
- Be open and honest (don't be afraid to admit a mistake)
- Encourage an environment where no victimisation or favouritism exists
- Comply with, respect and support the Company Rules and Procedures (e.g. Timekeeping breaks, tidiness, hygiene and general housekeeping)
- Challenge the norm without fear of retribution (there are no bad ideas)
- Show a sense of urgency and focus and be accountable for your actions. Persevere until the result is achieved.
- Be supportive of others and listen
- Encourage flexibility, initiative and positive leadership as an example to others
- Be professional and always demonstrate integrity.
- Respect Company property and that of other people
- Show enthusiasm, smile and have fun

Our commitment is to work as a total team to fulfil the expectations of our customers and our Company. If you see, hear or observe employees or managers demonstrating inappropriate conduct towards others, then you are urged to report such incidents to your Manager and an Adecco Consultant promptly. You can be assured that there will be no threats or acts of retaliation against any individual who, in good faith, reports any act of inappropriate conduct.

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Doc.13

From: Rees, Jessica
Sent: 15 November 2021 15:39
To: Vicky Cole <Vicky.Cole@adecco.co.uk> Dominic Lamb Dominic.Lamb@Dow.co.uk
Subject: Dow Handbook

Hi Both

Please find below link to the new handbook, please can you check you are happy with it and confirm I can proceed.

https://issuu.com/adeccocorp/docs/dow_ebook?fr=sOGQwMjgzNzEzMA

Thanks
 Jess

Jessica Rees-Evans
Contract Manager
 Adecco Workforce Solutions UK & Ireland
 M [07730 195850](tel:07730195850)
 E jessica.rees@Adecco.co.uk



Doc.14

From: Vicky Cole <Vicky.Cole@adecco.co.uk>
Sent: 16 November 2021 13:41
To: Rees, Jessica <Jessica.REES@adecco.co.uk>
Subject: Dow Handbook

Hi Jess

New handbook looks great! Please go ahead and implement this – great work!

Kind regards

Vicky

Vicky Cole
Account Director – Adecco Workforce Solutions
UK & Ireland

M +44 (0) 7850 150547
E vicky.cole@adecco.co.uk
10 Bishop Square, London E1 6EG

From: Lamb, Dominic (D) <dominic.lamb@dow.co.uk>
Sent: 16 November 2021 13:15
To: Rees, Jessica <Jessica.REES@adecco.co.uk>;
Subject: RE: Dow Handbook

Hi Jess

I have checked through the new handbook and it is very informative and visually appealing, please go ahead.

Thank you

Dominic Lamb

Elastomers Operations Leader

Dow Silicones UK Limited

Dow Silicones UK Limited, Cardiff Road, Barry, CF63 2YL
phone: [+44 \(0\)1446 72 3205](tel:+44(0)1446723205) | email: dominic.lamb@dow.com
mobile: [+44 \(0\)7766 473149](tel:+44(0)7766473149)



From: Rees, Jessica
Sent: 17 November 2021 15:39
To: Adecco employees at Dow distribution list
Subject: Dow New Handbook

Hi All

Based on recent feedback we have been working together with marketing, the focus group and management to create a new and improved employee handbook. Please see link below, we welcome any feedback via email to me at this email address.

https://issuu.com/adeccocorp/docs/dow_ebook?fr=sOGQwMjgzNzEzMA

Thanks
Jess

Jessica Rees-Evans
Contract Manager
Adecco Workforce Solutions UK & Ireland
M [07730 195850](tel:07730195850)
E jessica.rees@Adecco.co.uk



During our recruitment process, we collect and use information about candidates to make available our services and maintain our relationships with you.
Our [Candidate Privacy Information Statement](#) explains how we collect and



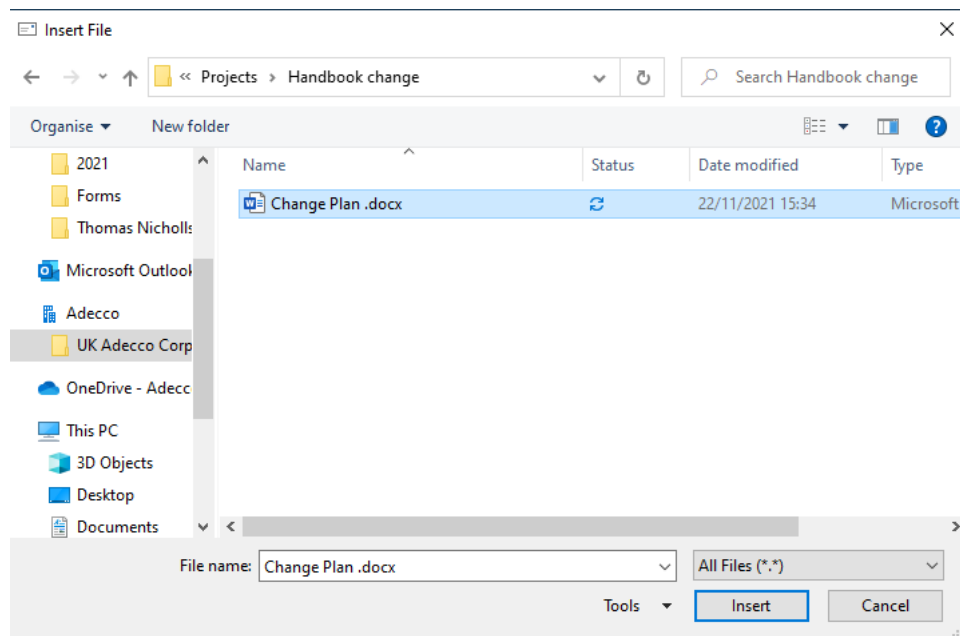
Meeting held 22nd November to discuss feedback from new handbook.

Attendees: Sarah Taylor, Sarah Brook, Mark Goulding, Gareth Jones, Siobhan Jones, Lewis Hudson.

Notes taken by: Jessica Rees

- New employees were proactive and wanted to look through it, employees with more service needed to be encouraged to read it
- Great feedback
- Very informative
- Easy to access and find what you need
- Like that it's digital
- Could include Covid19 site policies

Doc.17



Doc.18

From: Vicky Cole <Vicky.Cole@adecco.co.uk>
Sent: 22 November 2021 06:22
To: Rees, Jessica <Jessica.REES@adecco.co.uk>
Subject: Handbook change
Importance: High

Hi Jess

Just a quick email to say thank you for identifying the need for a change in our Dow handbook, and for leading and rolling out the new handbook.

It was really well managed and you went over and above what was needed to ensure it was a success.

Thanks again,
Vicky

Vicky Cole
Account Director – Adecco Workforce Solutions
UK & Ireland

M +44 (0) 7850 150547
E vicky.cole@adecco.co.uk
10 Bishop Square, London E1 6EG

Adecco



LO3 - Be able to assess the impact of change processes within an organisation

3.1 Measure the effectiveness of the change process in meeting the required objectives.

The change was effective in meeting the required objective, which was to create a new digital handbook that was easy to use and contained all the information required by employees. I measured this by assigning change champions and gaining feedback from them directly from employees, which was positive (Doc.16). APM Knowledge (2017) suggest change can be measured by outputs produced such as time, budget and quality, outcomes achieved such as the change effectiveness and impact, and benefits realized which usually take a while to become apparent as it is the measurable improvement in performance such as return on investment, cost, compliance. To measure the effectiveness of this change fully it will take a little more time, as we will need to monitor the number of queries coming in to HR and whether the new handbook has impacted this to gain quantitative data, we have seen a decrease in queries already but will need longer to link this as well as continue to review the new handbook in new starters reviews to gain qualitative data.

3.2 Identify further work required to embed changes and/or further developments required.

In order to embed the change further HR and line managers need to be signposting employees to the handbook when they come to them with queries that can be

answered by looking in the handbook. One item mentioned in the feedback from the change champions is that the handbook could include the current site policy on Covid19, I have booked a meeting with my manager (Doc.19) to see if this is feasible with the constant change of the site policy and was advised to check with our legal team and review once feedback received. We could also use technology to monitor and assess by checking usage rates of the link (APM Knowledge, 2017)

3.3 Communicate the key outcomes and the impact of change to stakeholders.

I held a meeting with the stakeholders (Doc.19) and presented the key outcomes and impact of the change. (Doc.20)

3.4 Evaluate the effectiveness of own performance in contributing to the management of change.

This was my first time leading an end to end process of change, I feel I learned a lot from the experience on how to plan for change, how to complete a change plan, a communication plan and map stakeholders. I learned how to create Gantt charts, how to monitor, assess and communicate the impact of the change and identify any further work required in regards to the change. I feel that leading this change initiative has increased my knowledge on the CIPD (2018) professional map specialist knowledge of change to associate level. I feel I understand how to use data to create a case for change and am now more confident in different approaches to change. On the chartered member level I know how to listen to, engage and mobilise a range of stakeholders to enable change and build capability and how to plan and deliver a project, and manage risk, resources and interdependencies to deliver outcomes, I do want to improve my skills to learn how to use a broad range of evidence such as external insight, benchmarking, to develop a costed business case and develop change management approaches that align with culture and objectives and therefore need to further develop my knowledge to lead more in depth future change initiatives.

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

Delete → Forward Meeting Notes Accept Tentative Decline Propose New Time Respond Show As: Busy Reminder: 15 minutes Categorize Private High Importance Low Importance Dictate Voice

Accepted on 22/11/2021 13:38.
This appointment conflicts with another one on your calendar.

Face to Face Meeting

Organizer Vicky Cold Sent Thu 05/08/2021 20:11

Time 24 November 2021 11:30-16:30

Location [Bishops Square \(10 Bishops Sq., London\)](#)

Response ✓ Accepted [Change Response](#)

In Shared Folder Calendar - Jessica.REES@adeco.co.uk Last modified by Rees, Jessica at 17:2

Doc.20

Handbook Change Review

Nov 2021



Objectives:
To develop a new handbook based on feedback from employees

- To move to a digital handbook
- Provide more detailed information
- Promote the benefits we offer
- To give us a competitive edge

Impact of the change so far

- Great feedback from change champions which included:
 - Easy to access and find what you need
 - Liked that it is digital
 - Very informative
- Engagement from employees and a further suggestion for improvements
- Less queries coming in to HR already



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