

XXXQualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning in the Organisation

Portfolio of Evidence

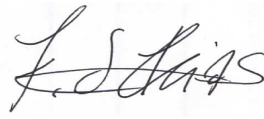
Word Count: 3346

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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: 

Date: 24 May 2021

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Introduction

The following information was produced in order to evidence my understanding of Resource and Talent Planning at Ecigarette Direct. This ties in with the Resource and Talent Planning unit of the CIPD level 5 award. I will explore and evidence my contribution to: reviewing and evaluating my organisation's approach to talent planning; recommending ways to improve the organisation's approach to talent planning and my contribution to people resourcing activities.

Ecigarette Direct (ECD) is a private sector retail and wholesale company which was established in 2008 and specialises in all things vaping. The company started small (from a kitchen in an old farmhouse!) and over the years has grown rapidly through its focus on customer service. In 2013 the company opened its first shop in Neath, South Wales, and now has a network of shops throughout England and Wales. The wholesale arm, Orderly Distribution supplies hundreds of shops with our products with resellers as far away as Australia. The company advocates quality products, happy customers and education and advocacy. ECD is passionate about the vaping industry and continues to help people to quit smoking while dispelling myths and misinformation about vaping. The company is deemed a small medium enterprise (SME) and I joined the company in August 2017 as an HR Administrator.

Resource and Talent Planning is essential to identify and attract key people to meet changing needs in order to fulfil short, medium and long term organisational goals and strategy. I was already aware of some of the Resource and Talent Planning activities at ECD and have had a lot of involvement with people resourcing activities, but not much knowledge of organisational strategy or experience with developing such strategies. To tie in my knowledge of internal Resource and Talent Planning I conducted research to evidence and underpin my learning.

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Francesca Deias-Moffat				CIPD Membership/registration No.: 55479930		
Qualification title: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1904623		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3, 2.1	<i>Extract of ECD Equal Opportunities Policy</i>	EV1		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>List of Job Advertisement Channels</i>	EV2		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	<i>Extract of results from 2021 Equal Opportunities Survey</i>	EV3		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	<i>Employee Demographic by Location</i>	EV4		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2, 1.3	<i>Extract of Swansea Council Demographic report</i>	EV5		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	<i>UKVIA Article</i>	EV6		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2, 1.3	<i>Extract of Tobacco Control Plan Government Report</i>	EV7		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.3	<i>Retail Career Path</i>	EV8		

5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3, 2.1	<i>Extract of Retail Competency Framework</i>	EV9		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>Extract of Furlough Report</i>	EV10		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2, 1.3, 3.1	<i>2019/2020 Sales Ratio by Channel</i>	EV11		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2, 1.3	<i>Retail Projections</i>	EV12		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>Data report for all employees</i>	EV13		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.3	<i>Email to employee confirming permanent role following secondment</i>	EV14		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>Example of employee skills record</i>	EV15		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>Screenshot of ATS Talent Pools</i>	EV16		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>Extract of Customer Service SoP's</i>	EV17		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1, 1.2, 1.3	<i>Customer Service Manager Job Description</i>	EV18		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.3	<i>Unit Coordinator Witness Statement</i>	EV19		

5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.3	<i>Line Manager Witness Statement</i>	EV20		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	2.1	<i>Screenshot of ECD Glassdoor page</i>	EV21		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	2.1	<i>Extract of Acas Example of equality and diversity monitoring form</i>	EV22		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.1	<i>Director memo re: Business Update and Plans</i>	EV23		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.1, 3.2	<i>HR Meeting Agenda</i>	EV24		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.2, 3.3, 3.4	<i>Screenshot of my Trello tasks</i>	EV25		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.5	<i>Developer Benchmarking</i>	EV26		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.3, 3.5	<i>Extract of new Web Job Advert</i>	EV27		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.3, 3.4, 3.5	<i>Extract of new Junior Developer Job Description</i>	EV28		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.4, 3.5	<i>Calendar meeting with Senior Developer</i>	EV29		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.4, 3.5	<i>Email to Senior Developer re Developing Job Descriptions</i>	EV30		

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5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.4, 3.5, 3.6	<i>Screenshot of ATS pipeline of rejected candidates</i>	EV32		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.2, 3.3, 3.4, 3.5	<i>Emails to Senior Developer re: Agency</i>	EV33		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.5, 3.6	<i>Extract of HR Update</i>	EV34		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.6	<i>Email to employee confirming end of probation</i>	EV35		

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:	FS Deias	Date:	24 May 2021
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LO1- Be able to review and evaluate an organisation's approach to talent planning.

As a small medium enterprise Ecigarette Direct (ECD) has no formal talent planning policies in place. Our Equal Opportunities Policy (EV1, 1.1, 1.2, 1.3) commits “....to promoting equality of opportunity for all staff and job applicants. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit.” (Ecigarette Direct, 2017). The policy also refers to recruitment and selection activities and outlines that procedures are reviewed regularly to ensure that individuals are treated fairly and not discriminated against. We take steps to ensure that our vacancies are advertised to a diverse labour market and across various channels (EV2, 1.1, 1.2, 1.3). Acas (no date) best practice dictates that we should advertise in at least 2 different places to reach a wide range of people from different backgrounds. We have a strong employer brand and job adverts are examined in order to avoid discrimination, stereotyping or using wording that may discourage certain groups from applying. However, despite our efforts we do not have a very diverse workforce (EV3, 1.2). Results from our recent annual Equal Opportunities survey found that the majority of our workforce is aged 25-39 (64.3%) and that 92.3% are white British. It is evident that we are not attracting candidates from black or ethnic minorities. This could be down to the demographic of our location of our head office in Swansea West, which employs 66.2% (EV4, 1.2) of the workforce. Interestingly a demographic report by Swansea Council (2019) showed that 6% of the total population in Swansea were from a non-white ethnic groups (EV5, 1.2, 1.3), the third highest in Wales, although lower than the equivalent UK (12.9%). At ECD there is no specific diversity and inclusion policy at ECD. Job selection criteria is also regularly reviewed to ensure relevance to the role (Ecigarette Direct, 2017).

The external environment, labour market and other trends affect how we talent plan. The vape industry is unique, things like potential changes to legislation and public health advice (EV6, 1.2) can affect how we resource and talent plan. Before the pandemic, the UK had its highest employment rate on record with organisations reporting increased competition for talent and a shift in skills required (CIPD, 2020b). Both negative and positive press have had a big impact in the past, we saw that the pandemic increased sales in electronic cigarettes, as advice from the medical profession was for people to try and quit, as smokers were more likely to be adversely affected by COVID-19 (NHS, 2019). The Government's Department for Health has a Tobacco Control Plan for England, which envisions creating a smoke free generation. Their latest report (EV7, 1.2,1.3), found that the most common reasons for vaping were to quit (29.7%), stay off (19.4%) or reduce (11.2%) smoking and a previous survey 52.8% of current vapers reported vaping to quit smoking (McNeill et al, 2021).

Prior to the Coronavirus pandemic ECD's main focus was the retail arm of the business which drew in the majority of company profits. Retail store staff had a clear progression path (EV8, 1.1, 1.3) following a retail restructure in 2018. As part of this we developed a retail competency framework (EV9 1.1, 1.2, 1.3) and staff had tailored training programmes in place in order to help them develop in their current role and also prepare them to

progress their career. The CIPD (2020a) believe that competency frameworks are essential to focusing and reviewing individual potential and capability and in order to achieve high organisational performance.

As a direct result of the pandemic ECD experienced a major shift in consumer and business activity. As the UK went into lockdown in spring 2020 and all non-essential businesses were required to close this meant that all 20 of our retail stores also temporarily closed. We then had to organise furlough leave (EV10, 1.1, 1.2, 1.3) for the majority of our retail staff. Our website experienced a huge increase in sales (EV11, 1.2, 1.3) as our store customer base naturally moved to shopping online. We gained a vast amount of new customers which meant we had to rapidly change our recruitment strategy to increase headcount in the affected departments. According to a CIPD survey (2020b) we were in the minority (14%) of organisations that increased headcount as a result of the pandemic, with 32% decreasing recruitment activity and 57% putting it on hold entirely.

With the natural shift to online our Head of Retail and Directors continued to monitor the situation but eventually came to the decision, based on negative retail projections and forecasts (EV12, 1.2, 1.3), to permanently close a number of our retail stores. Although some staff were re-deployed we did have to make a number of redundancies in October 2020. During the first lockdown we assessed our current workforce (EV13, 1.1, 1.2, 1.3) in order to source some of our local retail staff to work on secondment in our warehouse and customer service teams, as opposed to putting them on the job retention 'furlough' scheme. This actually worked out very well for the company and the employees as we were able to offer full-time work (if they desired it) where in their retail store most only worked part-time. This meant that we did not have to recruit externally and had skilled and knowledgeable staff to rely on. We have since found that this has built stronger relationships between retail and head office teams and has given the employees a better understanding of our operations. Two employees that were seconded to the Customer Service team performed so well in the role as a result of their customer service skills and superior product knowledge, that we made the decision to offer them full time permanent contracts in Head Office (EV14, 1.1, 1.3).

Our 'Head Office' function has no succession planning strategy in place, however, we have started to identify key competencies for our managers/leaders. We often advertise externally if we have a vacancy and use specific agencies for specialist roles. Agencies can help to increase effectiveness and efficiency of recruitment for a role (Taylor, 2019). We have built rapport with two specialist agencies over the years meaning that they understand our company brand and culture which aids in selecting the right candidates for us.

ECD keeps records on skills and demographics (EV15, 1.1, 1.2, 1.3), however this is not something that is analysed regularly or put to use for strategies such as succession planning. Although HR are generally aware of current labour markets, again this is not something that is reviewed strategically. We also keep a talent pool (EV16, 1.1, 1.2, 1.3) of candidates within our Applicant Tracking System (ATS) which can be an effective way of talent planning.

Since the pandemic we have been trying to address and attempt to fill any skills gaps. With the current focus being on web, customer service and warehouse teams we have started to develop Standard Operating Procedures (SoP's) (EV17, 1.1, 1.2, 1.3) for the customer service team in order to cross train staff and to bring new starters up to the required standard quicker. We are also working on further developing our learning & development programme via our dedicated platform, Google Classroom.

We have identified that we have one major skills gap within our customer service team. This department has grown organically since its inception in 2008 and with its development, it has become apparent that we require someone with the skills, knowledge and experience to lead the team. As we do not currently have this resource available in house we intend to recruit externally and have developed an appropriate job description (EV18, 1.1, 1.2, 1.3).

In conclusion, it is evident that ECD approach to resource and talent planning in light of the pandemic has overall been positive as it has met the required needs for people and skills. Our Head Office Unit Coordinator who oversees both the Customer Service and Warehouse teams and saw the biggest requirement for resources due to the unprecedented demand and has provided a glowing statement (EV19, 1.3) which outlines some of the activities that were worked on as a result of the pandemic. Feedback from my line manager and HR Advisor at the time also provided positive feedback on our approach (EV20, 1.3).

LO2- Be able to recommend ways to improve an organisation's approach to talent planning.

At ECD I feel that our principal drivers in our organisation are to improve productivity and reduce staff turnover in order to reduce overall costs. Our approach tends to be reactive rather than proactive and strategic. ECD tends to concentrate on operational workforce planning which is a shorter-term approach that focuses on immediate skills gaps (CIPD, 2018) or recruiting to fill operational needs. Although it is evident that we are successful at adapting quickly to shifting circumstances, if we had a well thought out talent planning strategy we would be better able to balance labour supply against demand (CIPD, 2020e) which would reduce labour costs, improve employee retention and avoid adversely affecting productivity. Our business environment is subject to constant change, no more so considering the vast change the world has endured as a result of the pandemic. Effectively managing change through resourcing activities can help us become adaptable and better able to seize opportunities when they arise (Taylor, 2019). Sadly we have never been good at aligning workforce planning activities to organisational and strategic objectives (Taylor, 2019). Senior directors are not open about the long term objectives or the company making it difficult to align HRM strategy. A strategic approach would inform good business decisions and provide us with useful data such as hiring difficulties, time to hire and attrition rates. This could help us to identify risks and contingency plans (CIPD, 2018). Again, any scenario planning tends to be reactive for the short-medium term. We do very little scenario planning, if we took the time to assess potential changes within ECD in line with external environmental considerations we could better plan and predict our future (Armstrong and Taylor, 2020).

In light of the above evaluation I propose the following strategies that ECD should consider, with the aim to improving our approach to talent planning:

1. Develop a company wide Competency Framework

Competency frameworks can outline performance expectations and establish a clear link between individual and organisational performance (CIPD, 2020a). Currently we only have one competency framework (EV9, 2.1) which focuses on retail competencies for our retail (store) based staff. By developing a framework across the entire organisation we could successfully build a strengths-based workplace. Research by Gallup (2017) found that having a strategy and building a framework that allows employees to identify, develop and use their natural talents can improve productivity and motivation. When defining competencies they must clearly detail behaviours, technical skills/competency standards that are required (Armstrong and Taylor, 2020). Building and using such a competency frameworks could help us with succession planning as it can evaluate an individual's past performance to determine suitability for more senior roles (CIPD, 2020f). When looking at developing management/leadership competencies we need to be realistic and focus on what future effective leaders will look like (Clutterbuck, 2012).

2. Developing skills in-house

Although ECD keeps records on skills and demographics this is not something that is reviewed regularly or put to use for strategies such as succession planning. By reviewing this information we will be able to highlight skills gaps, deal with them and better plan for the future. Building talent profiles will also identify the skills and capabilities of the current workforce which is helpful in a redeployment situation. In order to do this we should conduct a training needs analysis so we can determine what development needs will be required in order to fill future roles. With an uncertain labour market, skills shortages may contribute to difficulties in recruiting skilled candidates required for a role. Therefore, in this environment it is prevalent to develop our talent in-house, by upskilling our employees and sponsoring relevant professional qualifications (CIPD, 2020b). In doing this it will enable us to tailor programmes to meet our specific requirements and reduce our reliance on the external labour market and in turn reduce our recruitment and retention costs (CIPD, 2020b). Offering training and development opportunities can improve employee retention as organisations are seen to be investing in their people. Failure to train employees can lead to professionals looking at alternative employers who will provide them the training they seek (Taylor, 2019). General and tailored training will support all employees with their personal and career development.

3. Build on our current brand, EVP and candidate experience

ECD already has a strong brand and we invest a lot of time on our recruitment and onboarding process in order to engage, attract (Hearne, 2019) and retain talent. We do this through engaging content, mission statement, values and company benefits in order to attract potential talent through a strong employer brand. This reflects in our Company rating on the review site Glassdoor (EV21, 2.1), where we 4.8 out of 5 stars with 93% of respondents saying that they would recommend working at ECD to a friend. One thing that we do lack is a distinct Employer Value Proposition (EVP). EVP is what an organisation can offer potential and existing employees that they will value (Armstrong and Taylor, 2020). By fully aligning our brand, resourcing and talent planning activities and developing and launching a unique EVP it will act as a key driver of talent attraction, engagement and retention. The CIPD (2020b) notes that building trust and a lasting culture in the current environment of virtual teams is a big challenge for hiring and engagement. We need to continue to ensure that technology is used carefully and complements our company values and brand and keeps the end-user experience at the forefront (CIPD, 2020b).

4. Diversity Strategy

Although Diversity and Inclusion (D&I) is mentioned within our Equal Opportunities policy (EV1, 2.1) we have no specific policy which outlines what we do in order to promote D&I at ECD. The benefits of a sound diversity strategy include having access to a wide pool of potential candidates, improved customer satisfaction, increased creativity and improved recruitment and retention (Marchington and Wilkinson, 2012). Recruitment, learning and career development are critical areas where diversity and inclusion issues can arise. Armstrong and Taylor (2020) believe that a specific D&I policy which outlines good practice and the processes followed should be communicated widely to avoid bias and prejudice decisions. Although we review the diversity of our exciting workforce annually we do not monitor it at the recruitment stage. Acas

(no date) suggests doing this by using an equality and diversity monitoring form (EV22, 2.1) at application stage to help us recognise if we are really recruiting people fairly. This in turn will help us to develop a robust equality, diversity and inclusion policy and support resource and talent planning practices.

LO3 - Be able to contribute to people resourcing activities.

Talent planning in an organisation incorporates accessing the skills needed, at the right time and place so organisation performance can be sustained. This is done through resourcing activities such as attraction, retention and development of individuals that are of value to the organisation (Armstrong, 2020).

As a result of the Coronavirus pandemic ECD's sales shifted dramatically from retail stores to online (EV11, 3.1). At the time our Web and IT Department were working on developing a new website to replace our current one and there were also plans to launch a budget website (EV23, 3.1). The shift in demand pushed these plans forward, meaning that we needed to increase the headcount of the Web department in order to free up our existing developers time to complete the website rather than dealing with troubleshooting issues caused by the sudden and vast demand on our current website. The HR team met in April to discuss plans for the various resourcing activities for these new web developer roles and we agreed on roles and responsibilities which included a benchmarking activity, creating new job descriptions, developing job adverts and advertising and recruiting for the vacancies (EV24, 3.1, 3.2).

I took the lead for the majority of these activities (EV24, 3.2) and planned them out accordingly using my project management tool Trello (EV25, 3.2, 3.3, 3.4). My first task was to benchmark web developer roles on offer in South Wales as well as any benefits being offered by our competition (EV26, 3.5). This was then used by the senior management team to decide what salary we would offer for the roles. I worked on creating job adverts (EV27, 3.3, 3.5) and job descriptions (EV28, 3.3, 3.5) based on communications with our senior developer (EV29 & EV30, 3.4, 3.5) on what skills and qualifications were required for the roles (EV31, 3.3, 3.4, 3.5). In line with ECD's Equal Opportunities Policy (Ecigarette Direct, 2017) our job advertisements are carefully worded and avoids stereotyping or using language that may discourage particular groups from applying (EV27, 3.3, 3.5), this adheres to legal requirements in regards to discrimination in order to reduce risk to our organisation. The job selection criteria was carefully reviewed to ensure relevance to the job and that they were not disproportionate (Ecigarette Direct, 2017). Best practice would have been to conduct a full role analysis in order to help to identify specific tasks and competencies that employees will be expected to undertake (Marchington and Wilkinson, 2012). Due to time and workload constraints this was not completed, however our senior developer had a good idea of the key tasks and competencies required.

Based on the information from our senior developer I began to develop job descriptions for the two roles we needed to recruit for. According to Wilkinson and Taylor (2016) job descriptions focus on the skills, tasks, areas of responsibility and performance indicators required for the role and should include key information such as job title, salary and location. Using this information and based on existing job descriptions I created a job description for a Junior Developer (EV28, 3.3, 3.4, 3.5).

Once I had advertised the role via our Applicant tracking system (ATS) I waited one week to see how much interest there was. After reviewing the candidates it was apparent that we were not receiving (EV32, 3.4, 3.5, 3.6) applications from candidates with the right knowledge or experience so we agreed to engage a specialist recruitment agency to assist. As an organisation ECD has in the past liaised with a couple of carefully selected recruitment agencies and built a strong relationship and understanding of our requirements. Taylor (2019) highlights the importance of setting clear expectations from the start in order to achieve desired results. One agency in particular understands our needs in terms of brand, company values and expectations, so I liaised with our senior developer to confirm the agency who was best placed to review any suitable candidates (EV33, 3.2, 3.3, 3.4, 3.5).

On completion of the aforementioned resourcing activities we made a successful offer, recruited and onboarded a Junior Developer within 6 weeks which was fed back to our key stakeholders via our weekly HR update (EV32, 3.5, 3.6). Feedback on their performance and development has been positive and they also successfully passed probation (EV35, 3.6). In turn this has helped push forward plans of getting our new website developed (EV23, 3.6). On reflection I would have done things differently; firstly I would have completed a job and role analysis as this would have led us to reviewing the contents of the job in order to better inform a basis for the job description (Marchington and Wilkinson, 2012).

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Schedule 4 Equal Opportunities Policy

1. Equal Opportunities

- 1.1 We are committed to promoting equality of opportunity for all staff and job applicants. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit.
- 1.2 We do not discriminate against staff on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (**protected characteristics**).
- 1.3 The principles of non-discrimination and equality of opportunity also apply to the way in which staff treat visitors, clients, customers, suppliers and former staff members.
- 1.4 All staff have a duty to act in accordance with this policy and treat colleagues with dignity at all times, and not to discriminate against or harass other members of staff, regardless of their status. Your attention is drawn to our separate Anti-harassment and bullying policy.

2. Scope and purpose of the policy

- 2.1 This policy applies to all aspects of our relationship with staff and to relations between staff members at all levels. This includes job advertisements, recruitment and selection, training and development, opportunities for promotion, conditions of service, pay and benefits, conduct at work, disciplinary and grievance procedures, and termination of employment.
- 2.2 We will take appropriate steps to accommodate the requirements of different religions, cultures, and domestic responsibilities.

3. Forms of discrimination

- 3.1 Discrimination by or against an employee is generally prohibited unless there is a specific legal exemption. Discrimination may be direct or indirect and it may occur intentionally or unintentionally.
- 3.2 Direct discrimination occurs where someone is treated less favourably because of one or more of the protected characteristics set out above. For example, rejecting an applicant on the grounds of their race because they would not "fit in" would be direct discrimination.
- 3.3 Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same protected characteristic at a particular disadvantage. For example, a requirement to work full time puts women at a particular disadvantage because they generally have greater childcare commitments than men. Such a requirement will need to be objectively justified.

- 3.4 Harassment related to any of the protected characteristics is prohibited. Harassment is unwanted conduct that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment is dealt with further in our Anti-harassment and Bullying Policy.
- 3.5 Victimisation is also prohibited. This is less favourable treatment of someone who has complained or given information about discrimination or harassment, or supported someone else's complaint.
- 4. Recruitment and selection**
- 4.1 We aim to ensure that no job applicant suffers discrimination because of any of the protected characteristics above. Our recruitment procedures are reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities. Job selection criteria are regularly reviewed to ensure that they are relevant to the job and are not disproportionate.
- 4.2 Job advertisements should avoid stereotyping or using wording that may discourage particular groups from applying.
- 4.3 We take steps to ensure that our vacancies are advertised to a diverse labour market.
- 4.4 Applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with the HR Department's approval. For example:
- (a) Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
 - (b) Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
 - (c) Positive action to recruit disabled persons.
 - (d) Equal opportunities monitoring (which will not form part of the decision-making process).
- 4.5 Applicants should not be asked about past or current pregnancy or future intentions related to pregnancy. Applicants should not be asked about matters concerning age, race, religion or belief, sexual orientation, or gender reassignment without the approval of the HR Department (who should first consider whether such matters are relevant and may lawfully be taken into account).
- 4.6 We are required by law to ensure that all employees are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective staff, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the UK Border Agency.

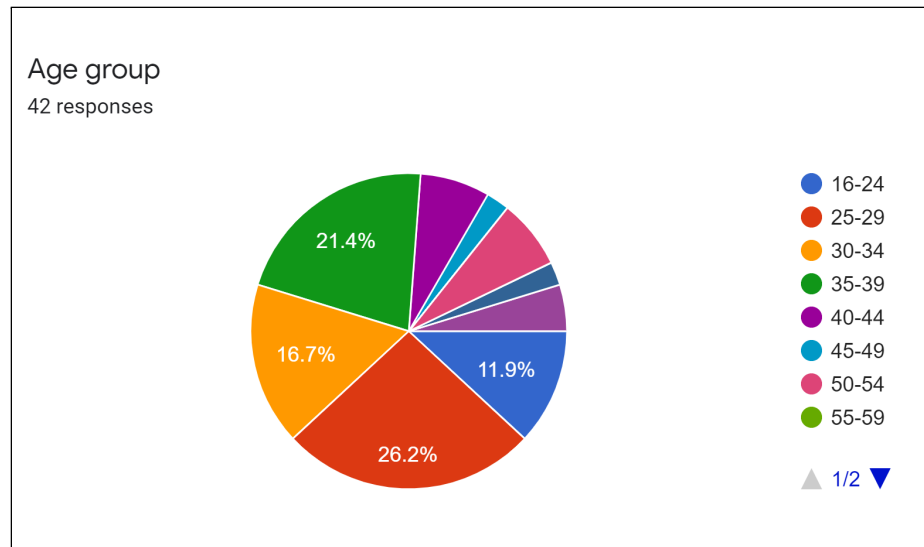
Copy of Current/Future Recruitment Development ☆ 📌 ☁

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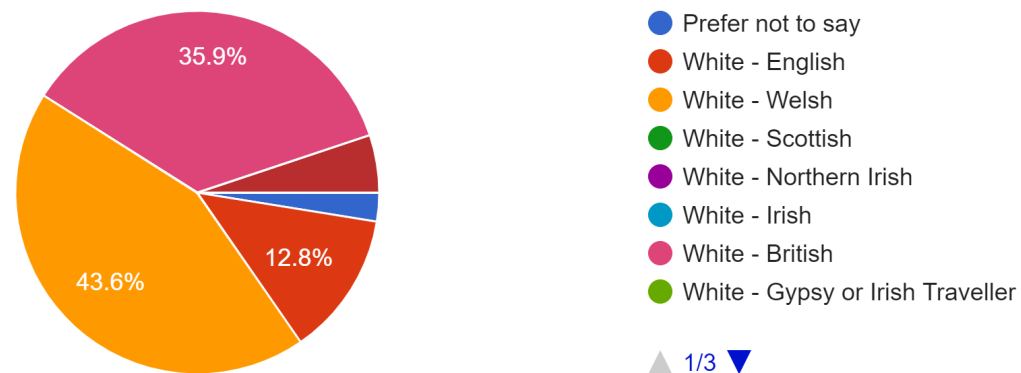
	A	B	C	D
1	Channels	Details		
2	ECD Website	Automated		
3	Indeed	Automated, Free, quick		
4	Glassdoor	Automated, Free, quick		
5	Google Jobs	Automatic feed from Glassdoor.		
6	Facebook	Manual, Free		
7	Uni job boards	Manual, Free, targeted for part time roles		
8	Find a job	Manual, Free, Gov website prev universal jobmatch		
9	LinkedIn	Manual, role specific jobs on Company page for free		
10	Agencys	Expensive- Role specific		
11	In store	Free, Recruitment poster organised via store manager/supervisor		
12				

+ ☰ Job Ad Channels ▾ Ideas ▾ EVP ▾ Careers Site ▾

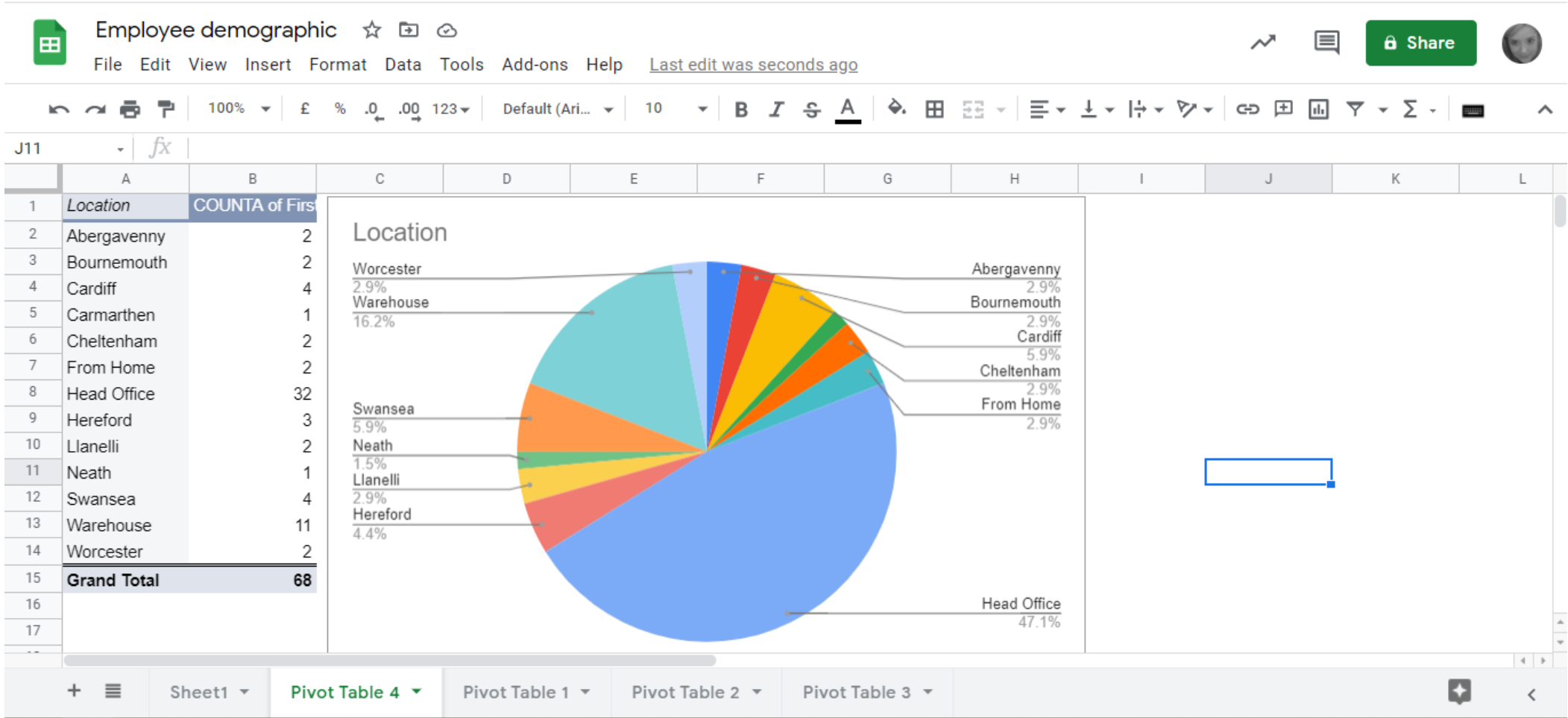


What is your ethnicity?

39 responses



EV4
Employee Demographic by Location



Population Characteristics:**- by Ethnic Group**

The 2011 Census reports that 14,326 people in Swansea were from a non-white ethnic group, 6.0% of the total population; higher than the equivalent figure for Wales (4.4%) and the third highest percentage of the 22 local authorities in Wales, although lower than the equivalent UK figure (12.9%).

20,368 (8.5%) of Swansea's population were non-'White British' in 2011 (i.e. also including other white ethnic groups); above the Wales average (6.8%) and again third highest of the Welsh local authority areas, but below the UK.

Swansea Council - Information, Research & GIS (July 2019)

4

Over the period 2001 to 2011, the proportion of people in Swansea from a non-White ethnic group increased from around 2% of the population to 6%, an increase of 9,500 (+198%). The number of non-'White British' people increased by 10,800 (+113%). These are above equivalent increases for Wales (+118% and +78% respectively).

2011 Census data suggests that the largest non-white ethnic groups in Swansea are:

- Chinese – 2,052 people (0.9% of Swansea's population)
- Other Asian – 1,739 (0.7%)
- Bangladeshi – 1,944 (0.8%)
- Black African – 1,707 (0.7%)
- Arab – 1,694 (0.7%).

Amongst the non-white ethnic groups, the largest estimated increases in population between 2001 and 2011 were in the Black African (+1,500 approx.), Bangladeshi and Indian groups (both +900). The 'Other-White' population increased by 1,400, partly reflecting economic in-migration from Eastern European countries since 2003.

Amongst children, Census estimates of the numbers aged 5-15 from non-white ethnic groups show an increase from around 1,000 in 2001 to 4,500 in 2011. More recently, Annual Schools Census data reports that the proportion of the school population who are not 'White-British' increased from 9.9% in 2011 to 14.6% in 2017.

More recent research estimates from ONS suggest that in 2016 around 19,000 people in Swansea (8% of the total population) were from a non-white ethnic group; with 26,000 (11%) of Swansea's population non-'White British'.

11/05/2021

All change at Public Health England – UKVIA

24/7 Media Enquiries - 07747 699905 / 07769 297918

Members Area

Apply for membership



UK Vaping Industry Association

All change at Public Health England

Health Secretary Matt Hancock has announced that Public Health England (PHE) is to be replaced by a new body specifically designed to protect the country versus the country's pandemic. It is thought that the transition will be completed next Spring. The move has raised questions amongst the vaping industry as the PHE was a staunch advocate of the sector.

Many of PHE's responsibilities will now be overseen by the newly formed National Institute for Health Protection (NIHP), which will take a lead role in safeguarding the UK from novel health risks.

The UK Vaping Industry Association was quick to place on record its thanks for Public Health England's (PHE) considerable contribution to harm reduction and smoking cessation in recent years following the announcement that it was being disbanded.

<https://www.ukvia.co.uk/all-change-at-public-health-england/>

1/4

Towards a Smokefree Generation

A Tobacco Control Plan for England

July 2017

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Foreword

The UK has made great strides in reducing the harms caused by smoking, the leading cause of preventable illness and premature death in England¹.

Since the previous Tobacco Control Plan, smoking prevalence has substantially reduced; from 20.2% of adults smoking at the start of the plan² to just 15.5% now³, the lowest level since records began.

This achievement has been reached through world-leading public health measures. During the period of the last plan, we built on the legislation which curbed advertising and established smokefree places to introduce new measures such as larger and more prominent graphic health warnings, a ban on both proxy purchasing and smoking in cars with children, and standardised packaging. The UK now has comprehensive tobacco control legislation which is the envy of the world.

But whilst we have made great strides in the right direction, there is more to do. Over 200 deaths every day are still caused by smoking⁴. Though smoking rates among young people and pregnant women have dramatically reduced, 8% of 15 year olds⁵ still smoke, risking a lifetime of ill health. Over 10% of pregnant women⁶ still smoke, with all the attendant risks of miscarriage, premature birth, still birth and neonatal complications.

Smoking rates have remained stubbornly higher amongst those in our society who already suffer from poorer health and other disadvantages. Smoking rates are almost three times higher amongst the lowest earners, compared to the highest earners⁷.

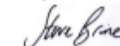
The Prime Minister has spoken about the burning injustice that sees some of the poorest in our society die on average nine years earlier than the richest.^{8,9} Smoking accounts for approximately half the difference in life expectancy between the richest and poorest in society¹⁰. This injustice in the variation in smoking prevalence can be seen across England, from places where adult smoking is as low as 5% to others where smoking remains above 25%¹¹. The prevalence remains even higher in people with mental health conditions, where more than 40% of adults with a serious mental illness smoke¹².

We want to address this. Our vision is nothing less than to create a smokefree generation. To do this we need to shift emphasis from action at the national level - legislation and mandation of services to focused, local action, supporting smokers, particularly in disadvantaged groups, to quit.

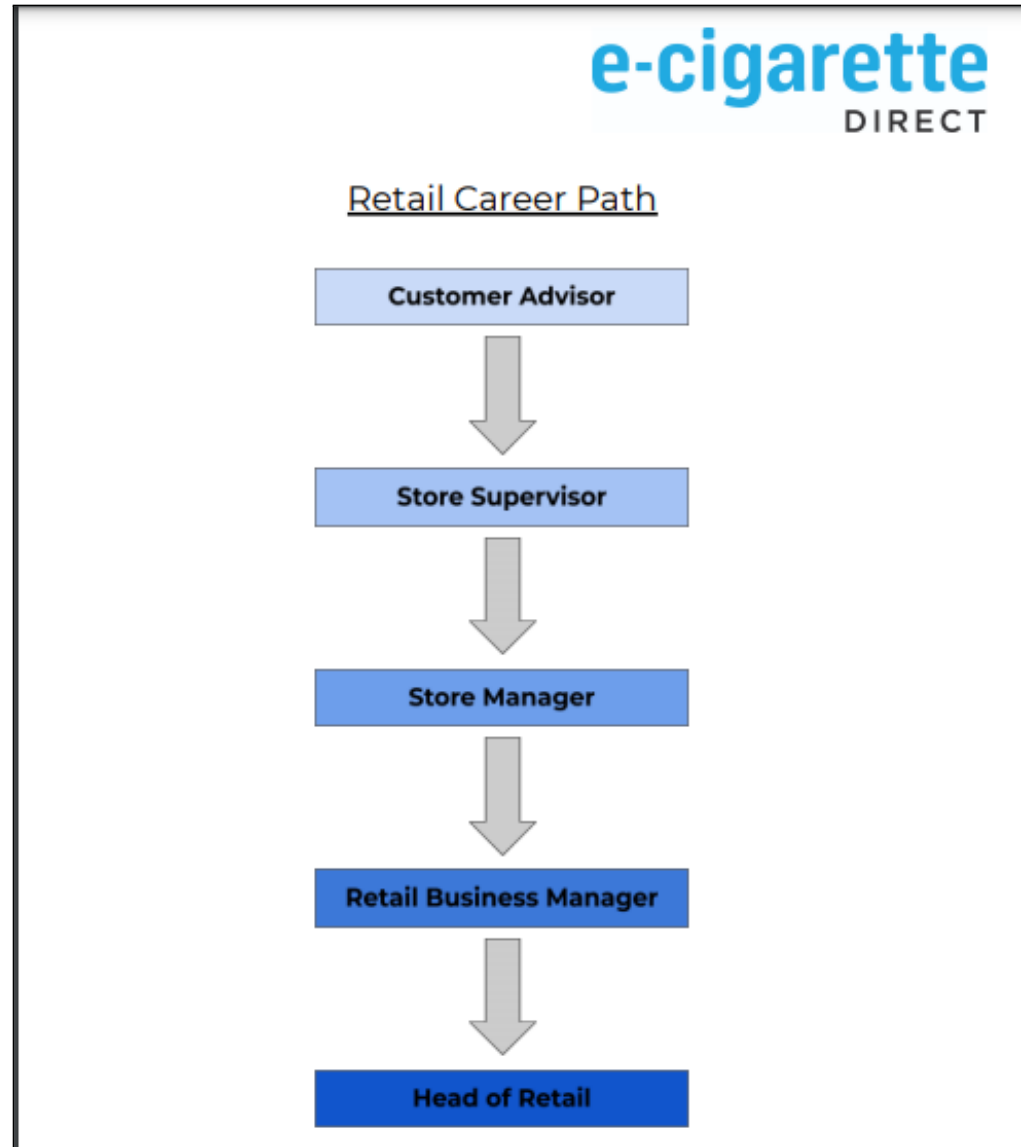
This vision is ambitious and presents a challenge to local services - local councils, the NHS and civic society to continue to reduce smoking prevalence, targeting those communities where smoking rates are highest, and providing people who smoke with the tools that they need to quit.

For its part, the government will provide leadership and guidance on the most effective interventions, ensure that the new legislation is implemented well and that organisations with national responsibilities are joined up and effective. I know that this ambition cannot be achieved without a collaborative effort.

I hope we can all rise to the challenge.



Steve Brine (Parliamentary Under Secretary of State for Public Health and Primary Care)



e-cigarette
DIRECT

Retail Competencies 2020

Customer Focused

I always deliver exceptional customer service

<u>Under Achieving</u>	<u>Achieving</u>	<u>Achieving Above</u>
Lacks product knowledge to satisfy customer needs	Good product knowledge, meets customer needs and maximises sales opportunity	Proud advocate of our brand and delivers the ultimate customer experience every time.
Does not identify customer needs through poor questioning and listening skills.	Makes the time to listen to customers, identify their needs to improve service.	Anticipates how customers and their needs may evolve in the future.
Is task focused and does not consider the customer to be their number one priority	Leads by example and proactively deals with customers	Challenges business activities and initiatives to ensure customer needs are met.
Does not consider impact of own behaviour on customers	Actively seeks help and support to improve customer service	Identifies ways to exceed customer expectations and implements service initiatives.
Accepts poor shop standards	Sees service as natural and fun and not just another task.	Understands how to deliver a great service to both internal and external customers
Does not understand the lifetime value of a customer	Uses initiative to come up with ways to energise individuals to deliver exceptional customer service.	Organises and delivers localised marketing / promotional events to build brand awareness
Wastes time through a lack of organisation and planning	Adapts style to deliver good customer service	Able to show measurable improvements in sales figures linked to customer service.

e-cigarette
DIRECT

EV10
Extract of Furlough Report

20200427 MAY Payroll Employees for Furlough Report

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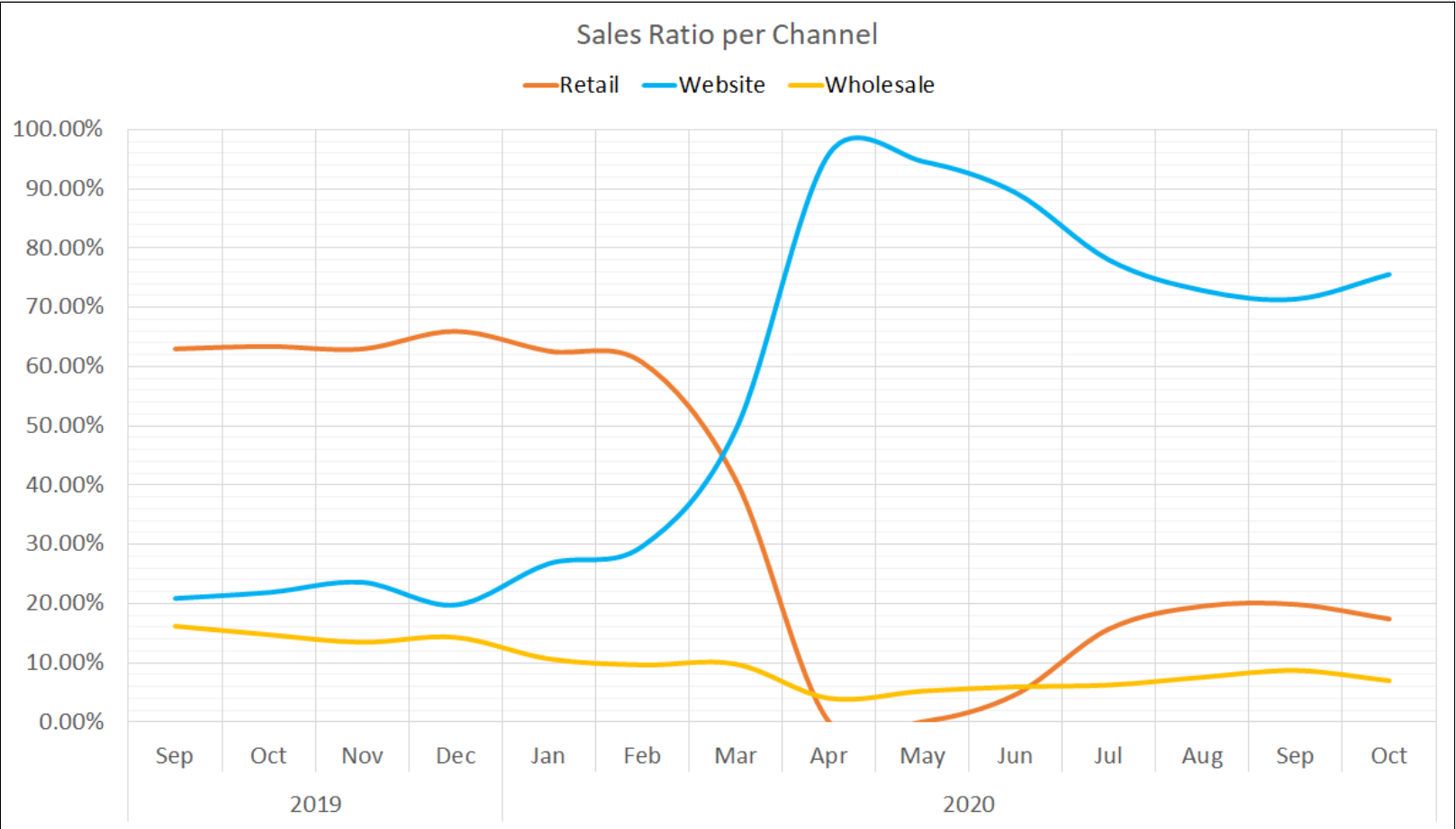
Employee Id

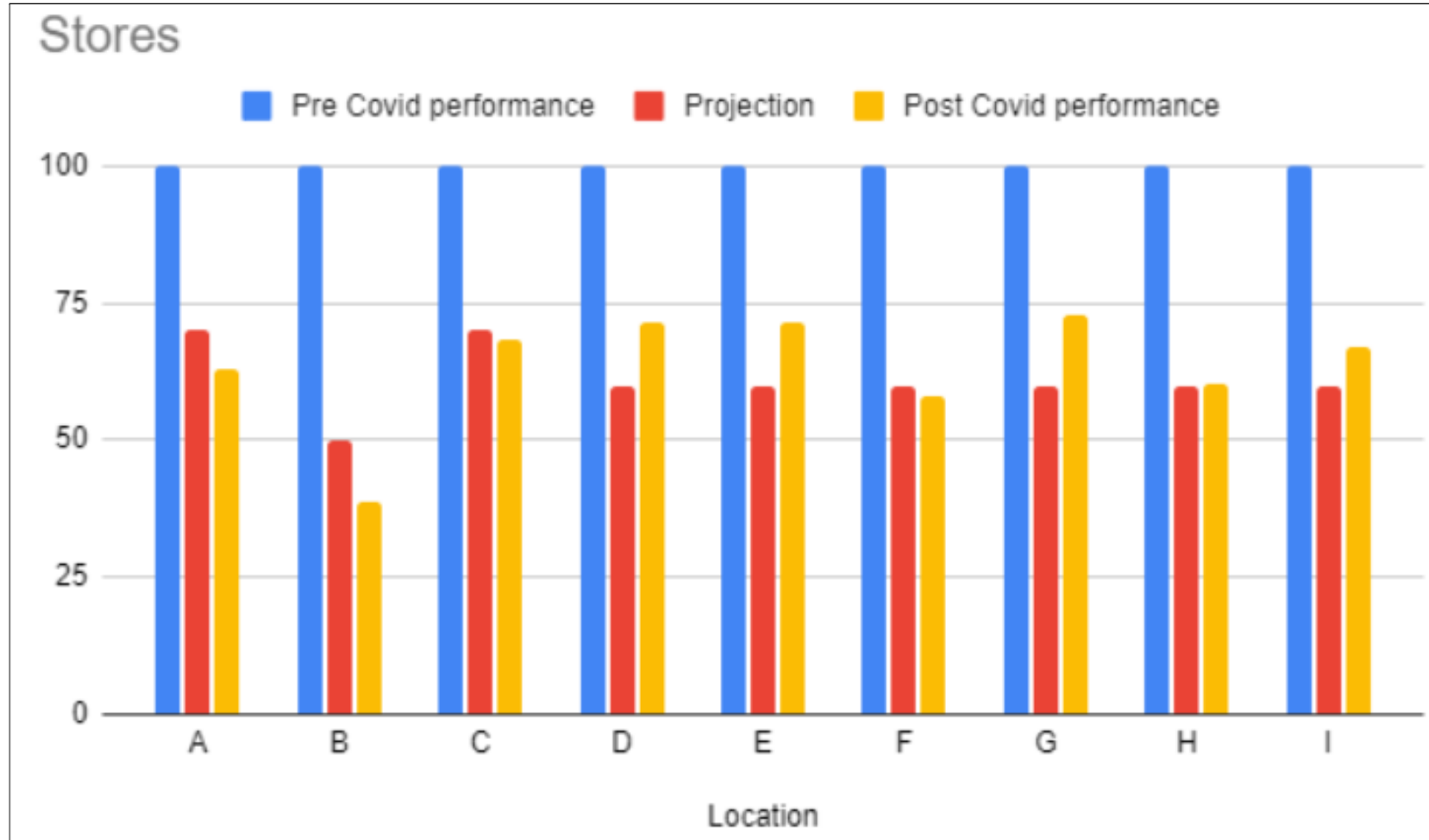
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Employee Id	First Name	Last Name	Job Role	Location	Current Status	Furlough Start Date	Furlough Start date checked	Letter added to PeopleHR.	Salary Type	Salary Amount	Date of change	Holiday after 24/03/20 ?	Furlough letter Signed	
3	208			Customer Adviser		Furlough	25/03/2020	24/03/2020	31/03/20	Hourly Salary			NA	☒	
4	194			Customer Adviser		Furlough	27/03/2020	27/03/2020	31/03/20	Hourly Salary			NA	☒	
5	172			Customer Adviser		Furlough	Was working in V	01/04/2020	01/04/20	Hourly Salary			11th & 12th Apr	☒	
6	165			Customer Adviser		Furlough	06/04/2020	06/04/2020	01/04/20	Hourly Salary			NA	☒	
8	22			Sales Manager		Furlough	28/03/2020	28/03/2020	01/04/20	Hourly Salary		05/04/2020	NA	☒	
10	88			Store Supervisor		Furlough	25/03/2020	25/03/2020	31/03/20	Annual Salary			NA	☒	
11	105			Store Supervisor		Furlough	25/03/2020	24/03/2020	31/03/20	Annual Salary			NA	☒	
14	201			Customer Adviser		Furlough	25/03/2020	25/03/2020	01/04/20	Hourly Salary			NA	☒	
15	195			Customer Adviser		Furlough	25/03/2020	24/03/2020	31/03/20	Hourly Salary			NA	☒	
17	187			Customer Adviser		Furlough	25/03/2020	24/03/2020	31/03/20	Hourly Salary			NA	☒	
18	144			Store Supervisor		Furlough	24/03/2020	24/03/2020	31/03/20	Annual Salary			NA	☒	
21	130			Customer Adviser		Furlough	30/03/2020	30/03/2020	01/04/20	Hourly Salary			NA	☒	
22	193			Customer Adviser		Furlough	25/03/2020	26/03/2020	02/04/20	Hourly Salary			NA	☒	
23	162			Store Supervisor		Furlough	25/03/2020	25/03/2020	31/03/20	Annual Salary			NA	☒	
24	214			Customer Adviser		Furlough	30/03/2020	30/03/2020	01/04/20	Hourly Salary			NA	☒	
27	160			Customer Adviser		Furlough	25/03/2020	25/03/2020	31/03/20	Hourly Salary			NA	☒	
28	166			Customer Adviser		Furlough	27/03/2020	27/03/2020	01/04/20	Hourly Salary			NA	☒	

Employees for Furlough (HR) Furlough Employees for Payroll Copy of Furlough Employees for

Explore

EV11
2019/2020 Sales Ratio by Channel





April All Employees ☆ 📌 ☁

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A1 fx Employee Id

	A	B	C	D	E	F	G	H	I	J	K	L
1	Employee Id	First Name	Last Name	Job Role	Location	Current Status	Salary Type	Salary Amount	Potentially redeploy?			
2	97			Stock Controller	Head Office	At Work	Annual Salary		Yes			
3	106			Warehouse Assistant	Warehouse	At Work	Annual Salary		NA			
4	64			Stock Administrator	Head Office	At Work	Annual Salary		Temp basis			
5	167			Warehouse and Custome	Warehouse	At Work	Annual Salary		NA			
6	181			Warehouse and Custome	Warehouse	At Work	Annual Salary		NA			
7	76			Product Manager	Head Office	At Work	Annual Salary		Temp basis			
8	117			Data Analyst	Head Office	At Work (From Home	Annual Salary		No			
9	21			Customer Services	Head Office	At Work (From Home	Annual Salary		NA			
10	23			Brand Manager	Head Office	At Work (From Home	Annual Salary		No			
11	116			HR Administrator	Head Office	At Work (From Home	Annual Salary		Temp basis			
12	188			Senior Developer	Head Office	At Work (From Home	Annual Salary		No			
13	33			Unit Coordinator	Head Office	At Work (From Home	Annual Salary		NA			
14	38			IT & E-Commerce Suppo	Head Office	At Work (From Home	Annual Salary		No			
15	31			Area Manager	Cardiff	At Work (From Home	Annual Salary		Yes			
16	158			Store Supervisor	Carmarthen	Furlough	Hourly Salary		Yes			
17	145			Store Manager	Swansea	Furlough	Annual Salary		Yes			
18	67			Non-Executive Director	Head Office	At Work (From Home	Annual Salary		No			
19	41			Customer Services and C	Head Office	At Work (From Home	Annual Salary		No			



Fran Deias <fran.deias@ecigarettdirect.co.uk>

Secondment
 1 message

Fran Deias <fran.deias@ecigarettdirect.co.uk>
 To: @ecigarettdirect.co.uk
 Cc: Human Resources <hr@ecigarettdirect.co.uk>

25 September 2020 at 12:16

Hi ,

I write in regards to your current secondment to Customer Service & Warehouse Assistant.
 As discussed with [redacted] Unit Coordinator, we would like to offer you a permanent position as a Customer Service & Warehouse Assistant, effective from 1st October 2020.

Please find attached your new contract of employment which has also been uploaded to People HR for you to review and electronically sign.
 If you have any questions please do not hesitate to contact us.

Thank you for all your hard work in supporting the team!

Best wishes,

Fran

Fran Deias
 HR Administrator



t. 01792 850194
 e. fran.deias@ecigarettdirect.co.uk
 w. www.ecigarettdirect.co.uk





Registered Address & Invoicing Address: Unit 4-5 Bell Court, Felinfach, Swansea West Business Park, Swansea SA5 4HP
 ECigaretteDirect is a trading name of Gower Enterprises Limited, a company registered in England and Wales with company number 06682359 and registered office at Unit 4-5 Bell Court, Felinfach, Swansea West Business Park, Swansea SA5 4HP.

EV15
Example of employee skills record

People - E-Cigarette Direct

Francesca Deias-Moffat

Dashboard

Employees

Me

Documents

Thanks

Planner

Tasks

Cases

Authorisations

Expenses

Reports

Employees

Planner

Personal

Documents

Logbook

Employment

Contacts

Skills

Thanks

Performance

Case Log

1 of 70

>

★

Skills Earned

Each badge endorses the recipient with one or more skills. Here you can see useful statistics on the types of skills earned.

Personal Skills

Team Skills

Personal Skills	This Month	6 Months	12 Months	All Time
Creativity				★ (3)
Determination				★ (2)
Expertise				★ (2)
Problem Solving				★ (2)

People - E-Cigarette Direct

Dashboard

Employees

Me

Documents

Thanks

Planner

Tasks

Cases

Authorisations

Expenses

Reports

Vacancy Name

Status

Vacancy Type

Hiring Lead

Approver

Company

Location

Department

Here are your company's active vacancies. You can use filter options on to further refine your list

3 Vacancies

Vacancy	Hiring Lead	Location	Department	Created Date	Closing Date	New applicants	
Head Office Talent Pool	Charlotte Dunworth; Laura Jones	All	All	Wed, 24 Jun 2020		0	 
Talent Pool: Retail- England	Charlotte Dunworth; Francesca Deias-Moffat; Laura Jones	All	All	Wed, 06 Jun 2018		1	 
Talent Pool: Retail- Wales	Charlotte Dunworth; Francesca Deias-Moffat; Laura Jones	All	All	Tue, 05 Jun 2018		2	 



35



E-Cigarette Direct SOPs
Customer Services Policies and Procedures

Customer Services
Procedures



E-Cigarette Direct SOPs
Customer Services Policies and Procedures

Contents

Customer Services Systems	3
Magento (ECD Order Database)	3
Logging into Magento	3
Royal Mail	3
Live Chat	3
Customer Services Action Sheet	3
Customer Identity and Data Protection	3
Who are you talking to? Verifying your customer	3
Data Protection Rights	4
Processing Customer Orders	7
3. Process Customer Payments	17
3.2 Payment Card Security	18
Refunds	20
Partial Refunds	21

Customer Service Manager/Customer Service Operations Manager Job Description



Location: Head Office	Reports to:
Salary/benefits grade:	£24-25k Band 3/4

Purpose of the role

To ensure the efficient day to day running of the customer service operation, prioritising consistently high levels of customer service.

Responsibilities/Tasks

Customer Focused

- Supports and directs the team to ensure all calls, emails & live chat communications are responded to in a timely and professional manner
- Supports and directs the team to ensure customer queries and complaints are resolved satisfactorily
- Acts as a point of escalation for very complex queries/complaints
- Supports and directs the team to ensure customer returns are dealt with in line with company process
- Supports and directs the team to ensure out of stock orders are dealt with in line with company process*
- Ensures our reputation for service across all digital media including Facebook and Twitter is maintained by monitoring review platforms and taking action where necessary.
- Regularly answers calls/emails/live chat and carries out other customer service duties in order to support the team and ensure continued understanding of processes
- Ensures there is always adequate staffing to meet customer needs, liaising with other departments for support when needed


Fran Deias <fran.deias@ecigarettdirect.co.uk>

Whitness statement - resourcing strategy
 1 message

Gemma Biggs <gemma.biggs@ecigarettdirect.co.uk>
 To: Fran Deias <fran.deias@ecigarettdirect.co.uk>
 21 May 2021 at 14:49

At the start of the Covid-19 pandemic, ECD's web sales rocketed which if not dealt with quickly could have left us in a very vulnerable position. Thankfully, we managed to keep up with the exceptionally high demand due to the fast turnover of recruitment from our recruitment team. To put things into perspective, our customer service team went from 2 members of staff to 6 and our warehouse team has increased from 3 members of staff to 11!

With sales going through the roof we had to act quickly. Fran was an integral in this process, she advertised, sifted CVs, selected appropriate candidates, booked and conducted all of the telephone interviews ready for the final stage interviews. She also arranged final interviews and supported me with notetaking meaning that we could swiftly make offers and onboard successful candidates as soon as possible. Fran has also supported me with the overall employee lifecycle in light of web sales leveling off now that lockdown restrictions are being lifted

During this period, we considered skill gaps and created a new role (Goods In Warehouse Operative) to help support the warehouse team which has been a great success.

We were able to redeploy retail staff who were furloughed as their stores were temporarily closed, on secondment into customer service and warehouse roles to meet demand. Fran worked with me and a colleague to pull together a rota for these staff and ensure they were paid correctly. The secondments were really helpful as using the store staff in this way brought additional skills to the team, product knowledge and technical troubleshooting in particular. I actually made the decision to request to permanently keep 2 of these staff members on permanent head office contracts at the end of their secondments.

Fran and I worked together to develop standard operating procedures (SoPs) for customer services in order to train new and support existing staff. Off the back of this Fran also trained some staff remotely using these SoPs to help support the customer service team to deal with customer queries. At the height of the pandemic, our team had to deal with over 100 emails daily so having the additional staff to support with email was very beneficial and helped to take the pressure off. We also began to work on cross skilling select warehouse staff through training to cover customer service.

Fran also organised her time to personally support the customer service team to provide excellent customer service to our customers which was helpful as she had insight when it came to drafting the SoPs together.

—
Gemma Biggs

<https://mail.google.com/mail/u/0/?ik=d3e29838&view=pt&search=all&permid=thread-F%3A1700376062455441698&siml=msg-F%3A1700376062455441698> 1/2

21/05/2021
 Gower Enterprises Mail - Whitness statement - resourcing strategy

Unit Coordinator


t. 01792 852843
 e. gemma.biggs@ecigarettdirect.co.uk
 w. www.ecigarettdirect.co.uk





Registered Address & Invoicing Address: Unit 4-5 Bell Court, Felinfach, Swansea West Business Park, Swansea SA5 4HP



Fran Deias <fran.deias@ecigarettdirect.co.uk>

Witness testimony

Sian.morgan@firsthrsolutions.uk <Sian.morgan@firsthrsolutions.uk>

19 May 2021 at 12:02

To: Fran Deias <fran.deias@ecigarettdirect.co.uk>

Cc: Laura Jones <laura.jones@ecigarettdirect.co.uk>, Charlotte Dunworth <charlotte.dunworth@ecigarettdirect.co.uk>

Hi Fran

Hope this is ok...if want me to change anything or add anything let me know

Resourcing and Planning at E Cigarette Direct.

During the Covid pandemic, E Cigarette Direct had to adapt and change our business strategy from retail focused to online web sales. This change had a significant impact on workforce planning. Many retail colleagues were placed on furlough leave, whilst some who were able to work from our Head Office and Warehouse in Swansea were redeployed, upskilled and trained to work in our customer services and warehouse departments. Fran was instrumental in communicating with furlough employees whilst they were absent from work, ensuring they received correct payments and were kept up to date on the latest government and company announcements. Due to the significant increase in head in customer services and warehouse departments from * to * Fran took control of recruitment campaigns making sure job adverts were placed in a timely manor, and advertised on wide reaching job boards to attract high calibration candidates. As her role as Covid Officer Fran also ensure current and new employees were fully aware of company procedures with regards to working at Head Office in a Covid secure environment.

During the pandemic our web sales increased by ** %, which resulted in the recruitment of three new web developers to support the development and implementation of our new company website. This was now a higher business priority, and significant focus was placed on getting a new website developed to meet the increased demand of online sales for e cigarettes. Fran played a vital role in the recruitment campaigns, identifying along with our Senior Developer the skills, knowledge and expertise needed for each role to ensure we recruited suitable individuals to support with the new website launch.

Due to the pandemic Fran also had to adapt our onboarding and induction program. Many aspects had to be do remotely, using technology as face to face meetings could not take place. Fran maintained a great level of communication with new recruits during the recruitment process and once they had started their roles at ECD, to ensure they had the best possible start working with us.

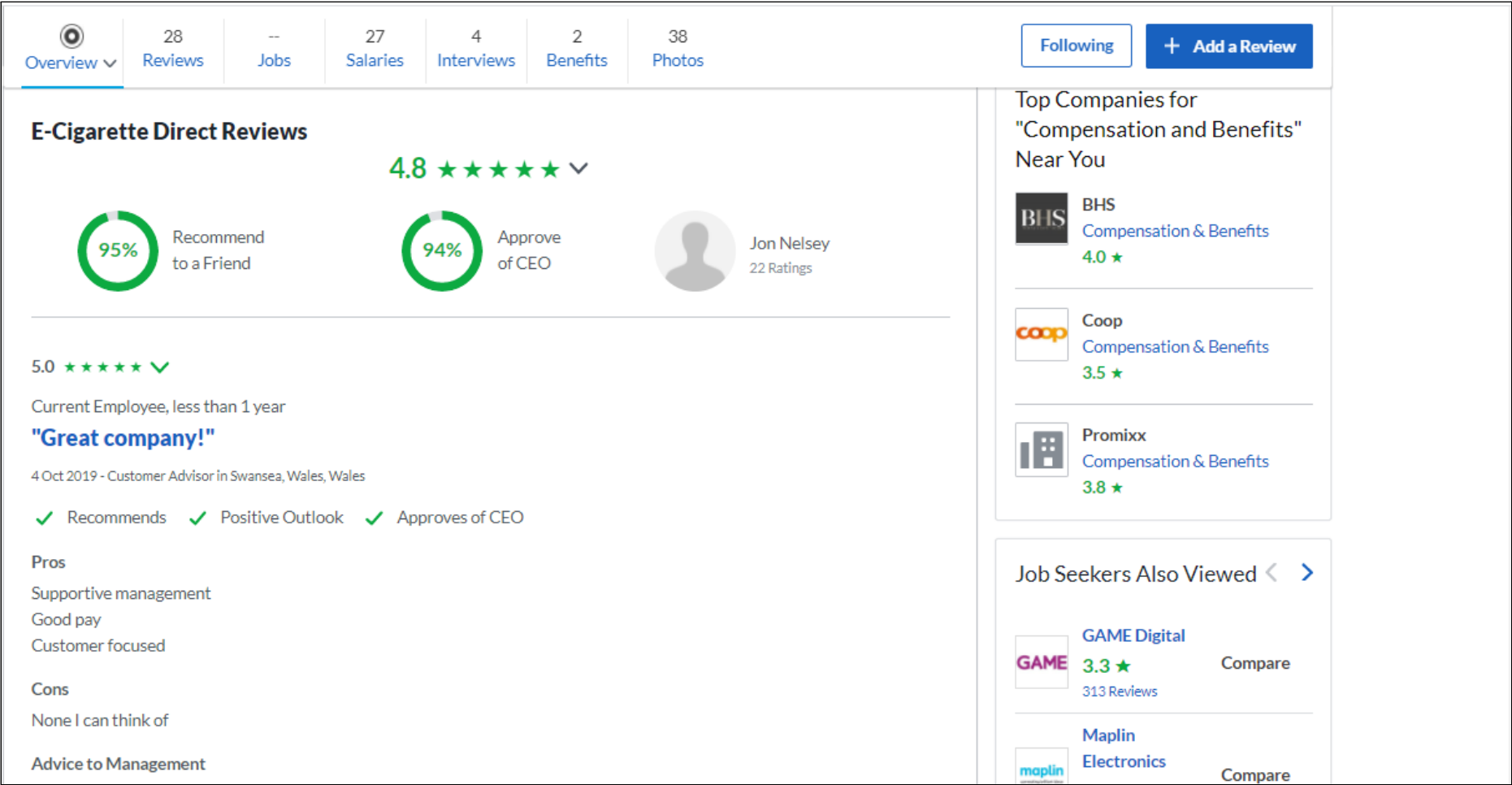
Despite significant change, uncertainty and it being a very challenging time, Fran has remained the upmost professional, making sure other employees needs are met and business focuses are achieved. Great achievement Fran!

Sian Morgan
First HR Solutions

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EV21
Screenshot of ECD Glassdoor page



Example of equality and diversity monitoring form

This is a sample form that you can adapt or develop to meet your needs. Make sure you adapt this template to comply with the UK General Data Protection Regulation (UK GDPR). If you need help with this go to www.ico.org.uk.

[Add your organisation's name] wants to meet the aims and commitments set out in its equality policy. This includes not discriminating under the Equality Act 2010, and building an accurate picture of the make-up of the workforce in encouraging equality and diversity.

The organisation needs your help and co-operation to enable it to do this, but filling in this form is voluntary.

Please return the completed form to [add details].

Gender Man Woman Intersex Non-binary Prefer not to say If you prefer to use your own term, please specify here

Are you married or in a civil partnership? Yes No Prefer not to say

Age 16-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65+ Prefer not to say

What is your ethnicity?

Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. Please tick the appropriate box

White

English Welsh Scottish Northern Irish Irish

British Gypsy or Irish Traveller Prefer not to say

Any other white background, please write in:

Mixed/multiple ethnic groups

White and Black Caribbean White and Black African White and Asian Prefer not to say Any other mixed background, please

write in:

27 November 2020

Dear all,

As we approach the end of 2020 (and I'm sure that many of us will all breathe a sigh of relief that this year is coming to a close!), we would like to share a business update with you, including details about performance during our last financial year, how our company structure is evolving, plans for a new website and last, but not least, an update on our plans for a profit share.

2019-2020 Business Performance Update

There's no denying that our last financial year, which ended on 31st August 2020, was a challenging one in many ways. The year started not long after the cyber attack on our website had caused a dip of around 10% a month in online sales. We then saw the new American respiratory illness, EVALI, being wrongly attributed to vaping as a whole (rather than to the inhaling of illegal substances via a vape device). This had a significant effect across the business last Autumn and Winter which was coupled with a general decline in footfall across the retail industry. The tide seemed to be turning just as we started hearing about a new virus circulating in China...

However, despite all of these challenges, and thanks to a huge effort by all of you, we have been able to pivot and reshape our business to meet these challenges as they arise. The speed at which this has been done is a major achievement. This has of course been both challenging and painful, and we were deeply saddened to lose so many of our valued colleagues whose stores did not reopen after lockdown. We are thankful, however, for the Government's Job Retention Scheme, as without this, our retail business would not have survived at all.

It is clear that we are emerging as a very different business to the ECD from September 2019 and we will continue to be agile and to adapt to the ever-changing circumstances as best as we can.

In order to meet these challenges, we are making changes to our corporate structure as explained below in more detail. We also continue to keep a close eye on competitors and opportunities and our plans for a new website, ELIQUID.CO.UK are set out below.

All our best,

Jon, James & Charlotte

Something New... ELIQUID.CO.UK

As the Vape industry continues to develop, we are seeing some very aggressive competition in pricing online. Whilst we know that these competitors cannot match the service that we provide to our customers, we are also aware that price is the most important factor for a portion of the market.

We therefore intend to offer our own 'value' option for buying e-liquid without devaluing our ECD brand. To do so, we will be launching a brand new website under the domain name ELIQUID.CO.UK, which will only sell e-liquid (and initially, just shortfills). Over time, this move will allow us to increase our share of the market overall, and hopefully capture any customers that might otherwise move their purchases elsewhere.

Meeting Agenda

Location	HO
Date	2020/04/29
Att by	Charlotte, Sian, Fran

e-cigarette
DIRECT

	Agenda	Responsible	Task	Completed
1	Workloads			
	Furlough	C&F	Org calls for payroll C create elements F to run employee data	
		S		
2	Cases			
		S		
3	Projects			
	Recruitment training	S	Draft on Classroom & organise assignments	
	Web Team Development Increased headcount	S&F	F to benchmark and create ad. S to draft JDs	
		I		
		I		
		I		
		I		
4	Recruitment			
	Web Developers: Junior Front End	F	Advertise via ATS and contact agency once benchmarking completed	
	Temp Warehouse assistants x2	F	Advertise via ATS	

The screenshot shows a Trello board named 'Recruitment' with a card titled '2020 Web Recruitment' selected. The card is in the 'Current Vacancies' list. The modal view for the card is open, showing details and a checklist.

2020 Web Recruitment
in list [Current Vacancies](#)

MEMBERS
FD +

Description [Edit](#)

Increased headcount x2:
Junior Developer/ Front End Developer / Mid Level Developer?

Benchmarking
New JD's
Create new job ads
Advertise ATS/ vacancy
Induction

Checklist [Delete](#)

0% ☐ Benchmarking
☐ Draft Job adverts
☐ Draft JD's- Liaise with Senior Developer
☐ Send JD's for checking
☐ Advertise on ATS
☐ Gauge interest after 1 week then look at agency
☐ Sift CVs 7 send to Gary
☐ Pls
☐ Tests

ADD TO CARD

- Members
- Labels
- Checklist
- Due date
- Attachment
- Cover

POWER-UPS

+ Add Power-Ups

Get unlimited Power-Ups, plus much more.
[Upgrade Workspace](#)

BUTLER ⓘ

Done

+ Add button

ACTIONS

- Move
- Copy
- Make template

46

Extract of new Web Job Advert

Position: Junior / Graduate Web Developer- Full Time

Location: Fforestfach, Swansea

Salary: [REDACTED] depending on experience

We make a real difference to people's lives. You can too.

At E-Cigarette Direct we are close to our customers and are rewarded by seeing the fantastic positive effect vaping has on people's lives every single day.

Since 2008, we've helped thousands of happy customers switch to vaping. This is thanks to our carefully selected range of quality vaping solutions and highly knowledgeable teams.

We are looking for an exceptional person to become part of our online team. We have a vision of an industry leading website, in terms of both volume and customer experience and we are looking for a Junior Developer to help us achieve this.

As a Junior Developer you'll be working directly with our Senior Developer, and closely with the rest of the online team. You will initially be helping to build our new website ahead of launch later this year, supporting it following the launch, and adding new features.

Essential knowledge, skills and experience required;

- Knowledge of PHP 7, ideally with concepts from PHP 7.4
- Knowledge of JavaScript, and libraries such as jQuery
- Knowledge of MySQL/MariaDB
- Knowledge of CSS
- Knowledge of Git source control
- Knowledge of SASS/SCSS
- Knowledge of PHP frameworks, such as Laravel, Symfony, CakePHP

While we provide excellent training, you will need to bring enthusiasm, reliability and initiative. You will be proactive, energetic and have the desire to be part of an efficient and busy online team.

Benefits of working with E-Cigarette Direct:

- A fun, collaborative and very rewarding work environment.
- A values led business where people come first.
- Opportunities for training and career development.
- Open communication with everyone from colleagues to directors.
- Healthcare cash plan.

The screenshot displays the Google Calendar interface. On the left, there's a sidebar with a 'Create' button and a monthly calendar for May 2020. The main area shows a weekly view for May 2020. A modal window is open for the event 'Web Developer Recruitment' on Tuesday, May 12, 2020, from 11:00am to 12:00pm. The event is organized by Fran Deias and has a notification set for 10 minutes before. The background shows a calendar grid with various other events like 'Grace Kelsie Birth', 'Check test', 'Custo busy', 'Service 8:30am - 4', 'Assignments 10 - 11am', 'Walk!', 'Privacy notice onto', 'Lunch @ ho', 'Prepare for Induction', and 'Re-submit Assigni'.

11/05/2021
Gower Enterprises Mail - Web developer JDs


Fran Deias <fran.deias@ecigarettdirect.co.uk>

Web developer JDs
1 message

Fran Deias <fran.deias@ecigarettdirect.co.uk>
To: J . @ecigarettdirect.co.uk>

30 April 2020 at 11:46

Hi J:

We will be drafting job descriptions for the Senior Developer and Junior Developer roles soon. Therefore could you possibly dedicate some time to consider ()'s roles and responsibilities?
If you could jot everything down into a doc and share with HR, we can use it to help build the JD's.

Many thanks,

Fran

Fran Deias
HR Administrator

 E-Cigarette Direct logo

t. 01792 850194
e. fran.deias@ecigarettdirect.co.uk
w. www.ecigarettdirect.co.uk

 ECigaretteDirect Facebook  ECigaretteDirect Twitter  ECigaretteDirect Youtube

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Meeting with Gary ~~12/5/20~~ 12/5/20
Developer Recruitment

Confirm: Headcount!

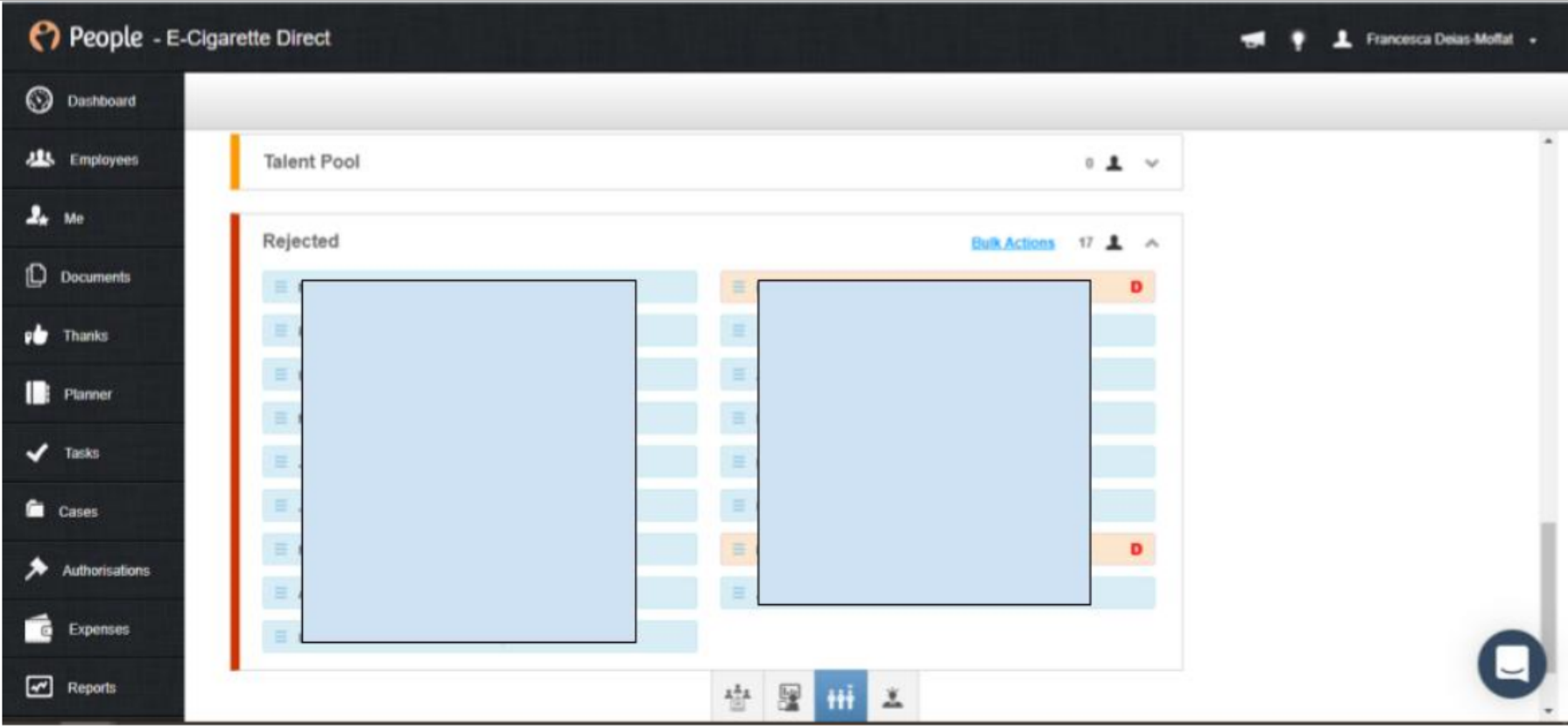
- Salary → £22-28,000 (exp)
- Benefit Grade 3
- Job Titles!
- Skills - essential / desirable

<u>Essential</u> *	<u>Desirable</u>
PHP	PHP8
HTML	Git / GitLab
CSS	JS framework eg Vue.js
Java	CSS eg. SASS / SCSS
MySQL?	Linux

comps
 communication
 Attention to detail
 Continuous L&D

• Junior Dev
 • Front end
 X 2
 ©

EV32
Screenshot of ATS pipeline of rejected candidates




Fran Deias <fran.deias@ecigarettdirect.co.uk>

Recruitment agencies - graduate developer
 5 messages

Q:
To:

8 April 2020 at 08:47
 , Fran Deias <fran.deias@ecigarettdirect.co.uk>

Hi Both,

Hope you are keeping well during this mad time!

Jon has told me you're aware we are looking at getting a graduate/junior developer in to help us out with things on the new website. I know we've used York before, and Jon is keen to give them the first bite of the cherry here, but I've had contact from another agency who say they have some CVs to send over.

I'm wondering if we still have an exclusive agreement with York in place, and if not, what the terms with York are to see if the other agency may be more competitive?

I'm more than happy to just use York, and should be speaking to Vicki today anyway to run through a couple of things.

I'll put a proper job spec together and send it over for you to check before I send it to York.

Regards,

Senior Developer



[t.](#) M
[e.](#) igarettdirect.co.uk
[w.](#) www.ecigarettdirect.co.uk





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Fran Deias <fran.deias@ecigarettdirect.co.uk>

8 April 2020 at 10:16

Hi Q

Yes J informed us last week we are looking to recruit a junior developer to support with the website function - exciting times!

We have used York previously on a role by role basis.

What is the name of the other agency making contact with you? I can then review their details / terms and ensure they are favourable.

thanks

Fran

HR Update 04 July 2020

Absence

Employee Name	Department	Reason for absence	First date	Date expected to return	Additional Info
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Recruitment

Position	Location	No of applicants	Additional Info
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Junior Developer	Head Office	22	Filled. [REDACTED] attending Induction 07/07/20
Goods Inward Operative	Warehouse	76	Filled. [REDACTED]



Fran Delas <fran.delas@ecigarettdirect.co.uk>

EOP Congratulations!

3 messages

Fran Delas <fran.delas@ecigarettdirect.co.uk>

18 August 2020 at 16:03

To: (

Hi

Congratulations on passing your probation! Can you believe it has already been 90 days?! We do hope you are acclimatising nicely to your new role.

As confirmation of the end of your probation, a letter has been uploaded to your PeopleHR account for reference.

Have a great day!

Fran

Fran Delas

HR Administrator



t. 01792 850194

e. fran.delas@ecigarettdirect.co.uk

w. www.ecigarettdirect.co.uk



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19 August 2020 at 08:12

Hi Fran,

Thank you, it's gone quickly and I really enjoy working on this project and with the team.

[Quoted text hidden]