

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Employee Engagement

Portfolio of Evidence

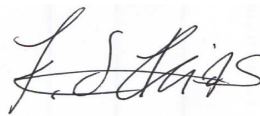
Word Count: 3897

Student Name: Francesca Deias

Student Number: 1904623

CIPD Membership Number: 55479930

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: 16 November 2020

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Introduction

The following information was produced in order to evidence my understanding of Contributing to Employee Engagement at Ecigarette Direct. This ties in with the Contributing to Employee Engagement unit of the CIPD level 5 award. I will explore and evidence my contribution to: assessing levels of employee engagement within my organisation; evaluating current organisational approaches to employee engagement and make recommendations and plan strategies to raise levels of employee engagement within my organisation..

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 the company grew 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 19 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 and I joined the company in August 2017 as an HR Administrator.

Employee engagement is essential to support a high-performance workforce as it can increase productivity and innovation which can overallly help recruit and retain talent to ensure organisational success, growth and survival.

I already knew some of the Employee Engagement (EE) strategies at ECD and have had a lot of involvement with implementing strategies but not as much experience developing such strategies. To tie in my knowledge of internal EE approaches I conducted research to evidence and underpin my learning.

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Francesca Deias				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
5AEEG	Contributing to Employee Engagement	1.1, 3.7	<i>Gallup Q12</i>	EV1		
5AEEG	Contributing to Employee Engagement	1.2	<i>Notes from HR meeting</i>	EV2		
5AEEG	Contributing to Employee Engagement	1.2	<i>Email to directors re: engagement survey</i>	EV3		
5AEEG	Contributing to Employee Engagement	1.1, 3.7	<i>Extract of Sons (2017) Essential Employee Satisfaction survey Questions</i>	EV4		
5AEEG	Contributing to Employee Engagement	1.1, 1.3	<i>Google Form Survey</i>	EV5		
5AEEG	Contributing to Employee Engagement	1.1, 1.3	<i>Extract of sample data</i>	EV6		
5AEEG	Contributing to Employee Engagement	1.3, 1.4	<i>Response to question in survey</i>	EV7		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Virtual Coffee Morning Invite</i>	EV8		
5AEEG	Contributing to Employee Engagement	2.5	<i>Extract of Company Internal Newsletter</i>	EV9		
5AEEG	Contributing to Employee Engagement	1.3, 1.4	<i>Response to question in survey</i>	EV10		
5AEEG	Contributing to Employee Engagement	1.2, 1.4	<i>Email to directors re: engagement survey results</i>	EV11		
5AEEG	Contributing to Employee Engagement	1.4, 2.5, 2.6	<i>Screenshot of Company Page Glassdoor.co.uk</i>	EV12		

5AEEG	Contributing to Employee Engagement	1.4, 2.5	<i>Extract of Leavers report</i>	EV13		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Customer Advisor Probations Data Report</i>	EV14		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Extract of Competency Framework</i>	EV15		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>ECD Our Core Values and Mission Statement</i>	EV16		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Screenshot of Directors contact page</i>	EV17		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Christmas 'potluck' office party list</i>	EV18		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Christamas Jumper Day Memo</i>	EV19		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Extract of Sickness absence Data- Retail</i>	EV20		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Sickness absence Data- Head Office</i>	EV21		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Extract of Near miss report</i>	EV22		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Survey response from IT team member</i>	EV23		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Thanks Badges page</i>	EV24		
5AEEG	Contributing to Employee Engagement	3.7	<i>Engage for Success The Evidence Infographic</i>	EV25		
5AEEG	Contributing to Employee Engagement	3.7, 3.9	<i>Extract of NHS Survey Results</i>	EV26		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>ECD Company Benefits</i>	EV27		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Health & Wellbeing Benefits Information</i>	EV28		

5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>My GP Anytime Wellbeing Benefit</i>	EV29		
5AEEG	Contributing to Employee Engagement	2.5, 2.6, 3.8	<i>Notes from informal discussion with Line Manager, HR Advisor</i>	EV30		
5AEEG	Contributing to Employee Engagement	2.5, 2.6, 3.8	<i>Employee Forum Welcome Pack</i>	EV31		
5AEEG	Contributing to Employee Engagement	2.5, 2.6	<i>Screenshot of review on Glassdoor from former employee</i>	EV32		

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:	16 November 2020
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LO1- Be able to assess levels of employee engagement within an organisation.

There are various diagnostic tools that we can use to measure employee engagement in our organisations. Focus groups are a group interview with a small number of participants with a moderator, a topic is discussed and recorded (Saunders, Lewis, and Thornhill, 2016). The pros of focus groups are that they often provide qualitative data through providing insights. Drawbacks are that it is an artificial environment, they can be time consuming to organise and there is lack of anonymity so participants may not say how they really feel.

Gallup's Q12 (EV1) consists of 12 questions that look at factors that relate to productivity, such as whether employees have the right equipment to do their job, the quality of their relationships at work, and their alignment with the organisation's mission (Gallup, 2010).

In August 2020 the HR team met virtually (EV2) to discuss topics which included plans for a project to survey employee engagement for staff during the pandemic who are working from home. We were concerned about engagement levels of these employees and wanted to check on aspects such as workload, communication and whether they had the correct tools in order to complete their work efficiently. This is underpinned by MacLeod (no date, cited in Engage for Success, 2020) who believes that employee engagement is "...about how we create the conditions in which employees offer more of their capability and potential", this includes ensuring they have the right tools for the job. I also liaised with the directors to seek their input before releasing the survey (EV3).

As the decision had been made that we wanted to assess engagement levels of employees that have been forced to work from home due to the Coronavirus pandemic, we developed our own focused questions rather than use the Gallup Q12 tool. "Employee survey questions need to be asked at the right frequency to get a continuous stream of helpful feedback" (Sons, 2017). Sons, (2017) also reflects on 20 essential questions an employee survey should include questions about how happy employees are at work; rating work life balance; whether employees have a clear understanding of career path; whether they feel valued and if they have fun at work, to name just a few (EV4). Surveys should also use pointed, clear questions that go beyond measuring mere satisfaction (Harvard Business Review, 2017).

According to Acas (2010) a good employee survey should incorporate the following:

- Top management support
- Alignment with business strategy
- Involve employees in the design
- Confidentiality

I did have top management support as I am lucky enough to have an HR director on the board. In some respects the survey was in line with current business strategies, we have gone through significant change as a result of the pandemic and are becoming used to new ways of working. As a

result, we needed to ensure our now remote teams are able to complete their work productively. Finally, a key issue was over confidentiality, Acas (2010) believe that confidentiality is key to ensure employees are confident to say what they really feel as so their answers cannot be traced back to them. It was agreed that we would not make the survey confidential, for a number of reasons. Firstly we feel that our company culture fosters honesty and secondly, we needed to be able to contact specific employees if they highlighted that they needed additional equipment, so we could organise this for them. I do feel that we possibly had a lower response rate compared to previous surveys due to the fact that it was not confidential.

I used a self-completing questionnaire (Google Form) (EV5), firstly because our employees are used to completing this type of questionnaire, secondly, they are quick to create and easy to distribute electronically and thirdly, this format automatically collects data for analysis as it is integrated into our organisational systems. Participants were asked to respond to 14 questions using a Google Form, which pulls responses into charts and a spreadsheet. The data was analysed through charts, spreadsheets and the manual recording of keywords/phrases. The main questions were followed up with the opportunity to complete free text answers for further comment/elaboration.

I surveyed all of our Head Office teams, this was an obvious choice as it wouldn't be appropriate to survey the retail team as they are unable to work from home. I ran a report to gather data on all employees who work as part of the head office function by department (EV6) and deemed it appropriate to send it to everyone as all have had some experience from working from home during the pandemic. I did exclude the warehouse team as they have never worked from home, for obvious reasons. The questionnaire was sent via email to 20 employees with a 65% response rate.

If I were to complete a similar survey in the future I would follow up the questionnaire with focus groups, in order to create open discussions about levels of engagement whilst home working. As self-completing questionnaires are constructed of mainly closed questions, (Saunders, Lewis, and Thornhill, 2016,) it would be appropriate to explore themes further through the use of focus groups in order to yield further qualitative data. Focus groups are also useful to encourage participant interaction to explore pre-held views (Saunders, Lewis, and Thornhill, 2016) on a topic. When I have the opportunity to develop a future engagement survey I would use best practice of a combination of Gallup's Q12 and Sons (2017) when building the survey. Due to time restrictions, logistics and availability of staff I was unable to conduct the small focus groups or any one to one interviews.

In the first survey questions, we asked how often and how do employees feel working from home:

Chart 1

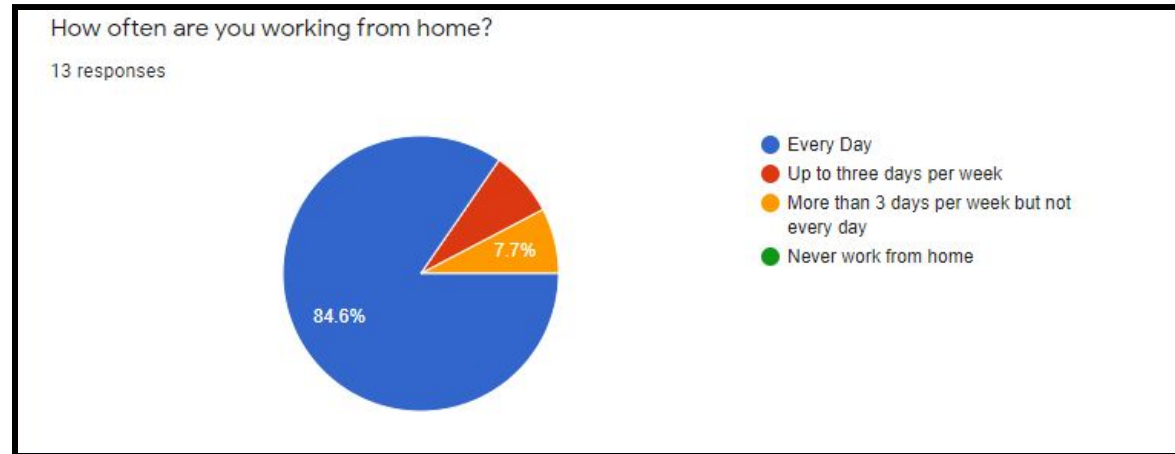
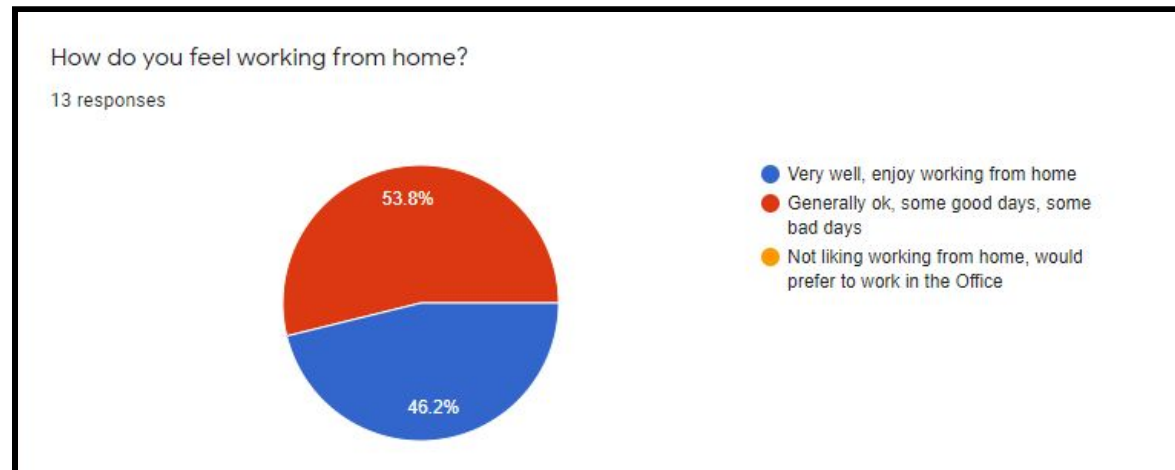


Chart 2



The findings presented in Chart 1 show that all respondents work from home for at least 3 days per week, most enjoy working from home whereas some felt they had good and bad days but no one responded that they did not like working from home.

We wanted to focus on communication as this has previously been flagged as an area to improve on in focus groups, reviews (EV32) and exit interviews. Effective internal communication is important for developing trust and can impact on engagement, organisational culture and productivity (CIPD, 2020a).

Chart 3

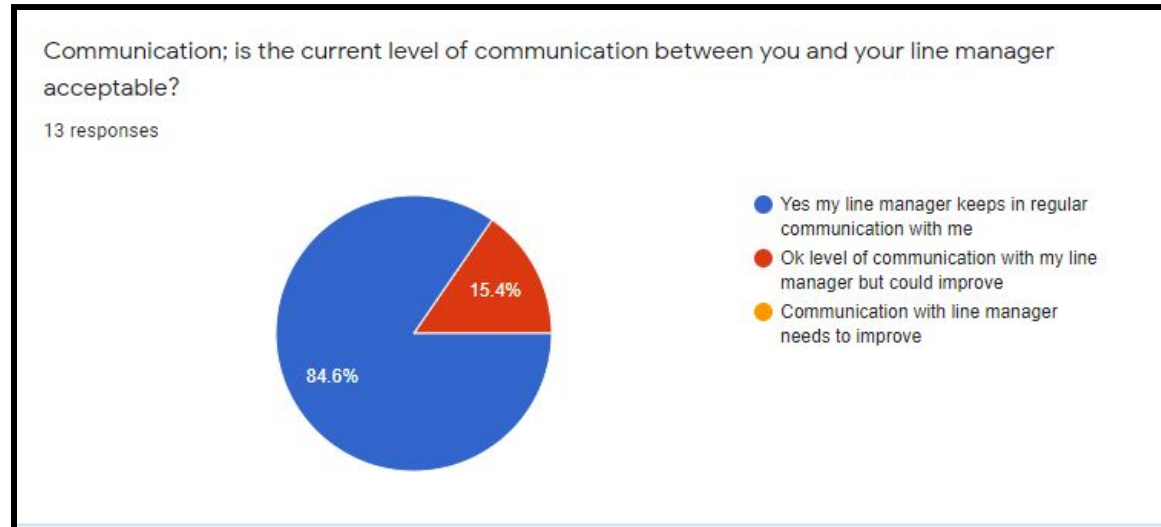
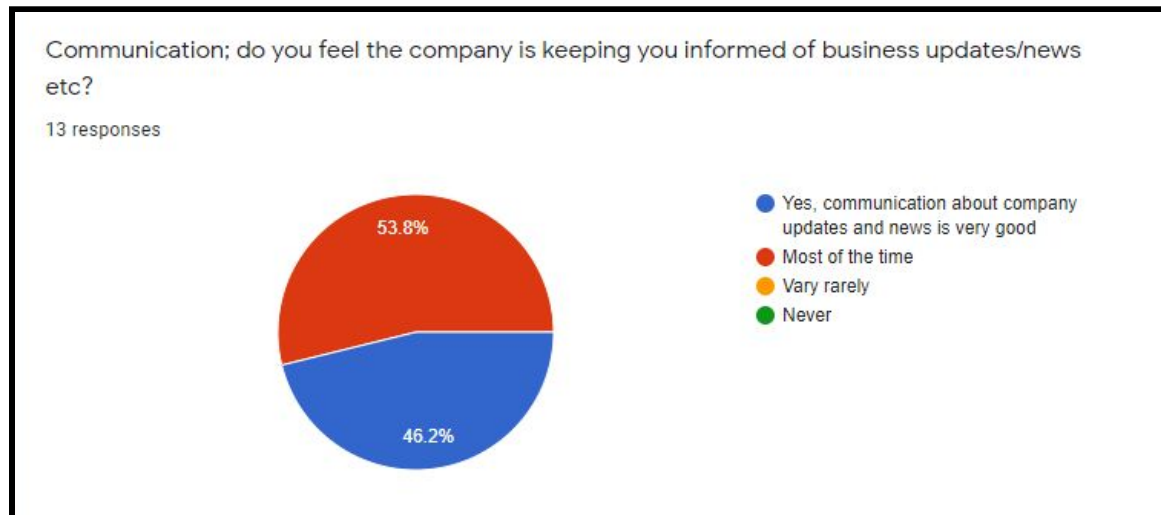


Chart 4



From the questions represented in charts 3 and 4, it was positive to learn that employees felt that their manager kept in touch with them regularly and overall the majority felt that the business kept them informed most of the time. Feedback was that our communications are spread across too many channels, which I agree with. We use email, intranet, newsletters, PeopleHR, Google Classroom and Google Chat as ways to communicate

with staff. There was a lot of positive feedback about the implementation of Google Chat (internal instant messaging system) at the beginning of the year. However, most felt that regular team meetings and a regular newsletter should be considered in order for employees to feel part of the wider team and be kept in the loop on things outside of their department. Remote workers can struggle to access the information they need and it can take additional time and effort to locate the relevant information from coworkers (Larson, Vroman and Makarius, 2020).

We also asked for any other suggestions that could improve morale whilst working remotely (EV7) that yielded some interesting suggestions:

“Bring back the ‘coffee breaks’ online so people can join if they have time.”

“I find that regular team meetings keep me motivated. I also enjoyed reading the weekly newsletter so it’s a shame that we don’t get them as often now but I understand that everyone is so busy!”

4 participants mentioned bringing back the ‘coffee breaks’, this was a weekly virtual coffee morning (EV8) that HR organised at the beginning of lockdown to support and keep remote working employees engaged with ECD. Over a long period of time remote working, employees can also feel disconnected from their organisation, which can result in increased intention to leave the company (Larson, Vroman and Makarius, 2020). Unfortunately, due to time constraints, these dropped off as we progressed and came out of lockdown in the summer. We had the same issue with the company newsletter (EV9), however, we are looking to produce at least a monthly edition for staff going forward.

It was positive to discover that 92.3% of respondents said that they had the necessary equipment and facilities to perform their role comfortably and productively at home (EV10). The remaining 7.7% we have contacted the employees concerned and arranged the necessary equipment. Employees that are provided with the materials and equipment they require average higher productivity than their peers (Gallup, 2016). When organisations ask employees to accomplish goals but do not provide them with the necessary resources, credibility is lost which reduces engagement (Gallup, 2016).

Acas (2010) highlights that it is good practice to analyse the results, report back and take action. Results need to be reported to senior management or employee consultative committees in order to discuss areas where action has to be taken to help build levels of engagement or deal with issues identified. I communicated the key findings to our directors (EV11) and also took the time to contact individuals, mostly those who required additional or replacement equipment to support them in their role whilst working from home. We are yet to report results back to employees but I intend to raise this with the team to ensure we report back the key points and what we intend to do as a result.

In conclusion, it is evident that current engagement levels of remote working head office employees at ECD are overall good. The majority are happy working from home but have suggested ways that the business can interact with them in a positive way in order to keep them engaged. We are already looking at implementing some of the suggestions and intend to seek feedback from them on how they are received. All remote working employees now have all the equipment required to do their job in order to be productive.

In preparation of our next survey, I would like to develop a company-wide engagement survey which incorporates some of Gallup's Q12 as well as some bespoke ECD questions in order to gain better insight into engagement at our organisation.

LO2- Be able to evaluate current organisational approaches to employee engagement.

At ECD I feel that our principal drivers in our organisation are to improve productivity, reducing turnover of retail staff, and reducing retail sickness absence.

Engage for Success (2012) believe that “engaged employees perform better, ... work more vigorously, offer innovative suggestions, and to pursue their work objectives in the face of substantial obstacles”. In light of the current pandemic employee engagement at ECD is as important as ever, however, due to the substantial changes we have had to facilitate as HR professionals in a retail company, I feel we have not been able to dedicate as much time to employee engagement as we should.

We do invest a lot of time on our recruitment and onboarding process in order to encourage engagement. We do this with engaging content, mission statements, our values and company benefits in order to attract potential talent (Hearne, 2019) through a strong employer brand. We have robust recruitment, selection and onboarding process and I believe this reflects in our Company rating on the review site Glassdoor (EV12), where we 4.7 out of 5 stars with 93% of respondents saying that they would recommend working at ECD to a friend. We do experience a higher turnover of retail employees in comparison to our head office employees (EV13).

Following a restructure in 2018 the new retail Customer Advisor role was created. I noticed that the turnover of Customer advisers was becoming quite high (EV14). I notified my manager and we liaised with the retail managers about the issue, we agreed that the objectives of the role had not been fully communicated during the induction period as the role was still developing. Gallup's Q12 first question is “I know what is expected of me at work”, the clarity of expectation is very important as it directly affects performance (Gallup, 2016). We worked on pulling together the new job description as well as the newly developed competency framework (EV15) which was then communicated to individuals through 1:1 meetings with line managers and was implemented at the start of the new starter induction programme. “Knowing what's expected is more than a job description. It's a detailed understanding of how what one person is supposed to do fits in with what everyone else is supposed to do” (Gallup, 2016).

I believe that we have a positive and embedded culture at ECD. We have strong company values (EV16) which we expect all of our employees, no matter at what level, to work towards. We promote our values at recruitment, onboarding and continually through the employee life cycle. We promote honesty and trust as our values however I do feel that senior management are not always upfront with employees. I feel that if they were more open about business strategy it would help increase trust and engagement, in particular with our retail teams. Our directors do have an open door policy and employees are encouraged to contact them (EV17). We also have a strong sense of ‘community spirit’, attendance at our annual Christmas party increases year on year and we run an office ‘potluck’ party where everyone contributes by bringing a dish for the buffet (EV18). We also run and support charity events, for the past 2 years we have participated in Christmas jumper day in Aid of the Noah's Ark Appeal. This charity

was nominated by a member of staff as she had had personal experience with the charity (EV19). ECD always commits to doubling the total amount raised to donate to the charity.

At ECD our sickness absence levels in our retail sector are very high, 5 times as high (EV20) in comparison to the levels of absence in our Head office function so far in 2020 (EV21). This year has been exceptional, our retail sector was hard hit by COVID19 related illnesses in comparison with our head office function. This was because our retail teams naturally come into contact with more people when compared to head office employees who had already started working from home and therefore were less likely to be exposed to the virus. We can use employee engagement to improve absence levels through further promoting our wellbeing and benefits systems. On a positive note, our health & safety record for accidents at work is excellent, with no incidents being reported since 2018 and the last near miss being reported in 2019 (EV22). Employee engagement has been proven to improve health and safety as employee awareness of the health and safety policies are increased, leading to reductions in unsafe behaviour in the workplace, adverse events, accidents and injuries (Engage For Success, 2012).

Reward and recognition, both financial and non are seen to help to build employee engagement but organisations should be careful as rewards that are badly designed or carried out can have the opposite effect (Armstrong and Taylor, 2020). Employee recognition programs are meant to reward people who go out of their way, go beyond what is expected without being asked and volunteer to help anytime (Engage for Success, 2014). In line with this, ECD has, since the pandemic sporadically recognised and rewarded those employees who senior managers have felt have gone 'above and beyond' in supporting the business during COVID19. We have issued a financial reward or 'COVID bonus' to show those employees who deserved it how much their discretionary hard work has meant to ECD. We also provide a profit share scheme which pays out in December.

Our recent survey found that our IT team, that has been working very hard on several key projects to support the business whilst working from home, were feeling undervalued (EV23). We could easily use our recognition system through the Company Thanks Badges (EV24) to keep them motivated. A drive on managers to use them more often (where appropriate), would be a course of action to consider as it is swift and effective. Alternatively, we could run an article in the newsletter to let employees know what our teams are working on and how this supports business strategy, this will also promote their hard work and dedication, leaving them feeling valued and increasing their engagement.

LO3 - Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

Engage for Success are a "...voluntary movement promoting employee engagement as a better way to work that benefits individual employees, teams, and whole organisations (Engage for Success, 2020). The Engage for Success report (EV25) sets out the evidence and best practice for which organisations can use to engage and inspire their employees in order to increase innovation, productivity and performance (MacLeod and Clarke, 2009). They believe that if the principles behind employee engagement were widely understood and if best practice was more widely shared, the UK workforce could see huge increases in workplace performance and in employee well-being (MacLeod and Clarke, 2009).

The IT giant Google runs an annual company-wide survey which gives employees the opportunity to evaluate issues they find most important, ranging from compensation and management to business conduct and strategic vision. Dubbed the 'Googlegeist' it is a great initiative to gather feedback and seek the truth (D'Onfro, 2020). Interestingly Google chose to end their weekly company wide meetings that allowed employees to ask questions and instead now holds monthly business strategy meetings and has separate 'townhalls' for employees to raise workplace issues (D'Onfro, 2020). ECD could easily look to implement a similar initiative in order to regularly communicate business strategy to our teams.

NHS England (2020) which issues one of the largest workforce surveys in the world recently released the results of their 2019 staff survey (EV26), they found that 55.9% of their staff work additional unpaid hours each week, over and above their contracted hours. The negative side to employee engagement is presenteeism and burnout. Burnout is a term that covers emotional exhaustion as a result of high stress caused by excessive job demands (Armstrong and Taylor, 2020). LinkedIn in research (cited in (Parrott, 2020) reported that burnout has doubled since the start of the pandemic. Therefore it is important to address burnout through engagement initiatives before it affects productivity. Presenteeism is when employees are present at work for more hours than required, which are often unpaid. Both behaviours can cause employees to grow tired more easily, have reduced morale and productivity (Personnel Today, 2020). The CIPD (2020) Health and Wellbeing at Work survey reported that 89% of respondents had observed presenteeism in their organisation over the last 12 months with 27% reporting that it has increased. This highlights that low sickness absence levels are not always proof of a healthy workforce.

I strongly feel that this should be explored at ECD's head office function as our sickness absence levels for this sector are very low (EV21). I myself have observed and participated in presenteeism at ECD.

NHS England (2020) also reported that 29.3% of employees said their employer takes positive action on health & wellbeing, with 40.3% reported feeling unwell as a result of work-related stress in the last 12 months. At ECD we take a proactive approach to supporting employee wellbeing and so have a benefits system which supports a positive health and wellbeing strategy (EV27). The wellbeing of all employees is of paramount importance and we acknowledge that well being encompasses a number of areas including physical health, financial wellbeing, mental health and

emotional wellbeing (EV28), personal growth, development and spiritual wellbeing, and social and environmental wellbeing (ECD, 2018). Our healthcare cash plan offers to reimburse employees for costs associated with treatments that keep them well such as dental appointments, optician appointments, physiotherapy and chiropractic treatments, to name a few. We also provide access to free counselling and quick access to a GP around the clock (EV29), providing this for our employees gives them the best chance of staying fit and well for work. Embracing this preventive model also helps us to build a resilient and productive workforce (CIPD, 2020).

Potential barriers to acceptance of employee engagement strategies at ECD would be the buy-in of time and resources from the head of departments in the implementation of said strategies of which I discussed informally with my line manager (EV30). My experience to date is that although our directors understand the benefits of engagement, our heads of department are not as keen, as they cannot see the benefits to them, only how it affects their workload. Another potential barrier I could foresee is the willingness of employees to participate in engagement initiatives such as a head office employee forum. This could be minimised by promoting positive engagement and explaining to participants that they can make a real difference towards positive change.

I propose the following strategies that ECD should consider, with the aim to raising levels of employee engagement:

1. Building a Strengths-Based Workplace- Focus on a strategy and build a framework that allows employees to identify, develop and use their natural talents so they have the potential to improve productivity. Employees who use their strengths on the job are more likely than others to be intrinsically motivated by their work (Gallup,2017). To apply this to employee engagement we need to ensure “...that the individual and collective relationship between the organisation and its employees are managed appropriately within a clear framework underpinned by organisation culture, practices, policies and, ultimately, by relevant law” (CIPD, 2015a).
2. Employee Voice- is when employees’ views are sought out, listened to and are considered in organisational decision making. Being heard reinforces a sense of belonging within an organisation (Engage for Success, 2012). HRMS should have a strong design focused on effective communication and active listening. The Institute for Employment Studies (2014) found that employee voice leads to higher trust in senior leaders and to better relationships with line managers, both of which are also related to high levels of engagement. Our retail teams already have a strong employee voice through their Employee forum however I feel we need to be fair and create a separate or merge the existing forum to accommodate head office employees.
3. Clear communication Strategy - find a way to streamline, and synchronise the way we communicate with our teams. Also make the content more attractive and engaging. Engagement will increase as employees are more likely to contribute when there’s an open communication culture (CIPD 2020b).

From the above points I suggest focusing on reviewing our communication strategy as this topic comes up again and again in surveys and feedback from reviews (EV) and leavers. I believe the project could be completed within 9 months, taking into account the fact that we have peak trading coming up, from November until mid January. Therefore, realistically work will be able to begin from the end of January 2021. The project will need buy-in and support from our directors and all senior managers. The project will require contributions from the HR team, Marketing & Brand and IT team in order to implement and complete the project.

In terms of costs this would be calculated on man hours only as there would be no costs incurred as we would be utilising existing systems.

If we get this strategy wrong then we risk discrediting ECD and losing trust and engagement from our employees.

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The Gallup Q12 Index

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

From www.gallup.com

- Contract updates / CT

- ~~WFLH survey - All staff currently / previously WFLH. HO only. Not final!~~
- ~~Direct Google form & send to Diane~~
- ~~Aim to send w/c 7/9/20~~
- ~~monitor responses, action → update C, J, J~~
- ~~close by 18/9/20.~~

- Xmas planning - Hampers? Voucher?

Employee working from home survey

Wed, 2 Sep, 16:37

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

To: [REDACTED]

Hi Jon / James

We are conscious that a lot of HO employees are working from home and will continue to do so for some time.

We have put together an employee survey to gather information and feedback from employees working from home. Here is the link to the survey:

<https://docs.google.com/forms/d/1CzriZy-fWGbGnNIDx5ENgyn-LYP2ff620iVjv2lpi-k/edit>

What are your thoughts? Do you wish to ask for any additional information/feedback?

We are happy to make any amendments that you suggest.

If possible we would like to get this survey out on Monday. Once we have collated feedback we can then prioritise aspects of employee engagement employees wish for us to focus on.

Many thanks,

Fran

Fran Deias

HR Administrator

30 Sep 2020, 12:41

James Dunworth

< [REDACTED] >

Hey Fran,

I think this is a good idea, having seen reports from employees from other companies feeling neglected and isolated. Can't think of any additions - keeping it short and simple is good though.

Yes, feel communication all the time.

Please provide further information for you answer to Question 9. *

Work load....is your currently work load manageable? *

Cheers

James

James Dunworth

Chairman

Employee satisfaction survey questions

01. On a scale of 1 to 10, how happy are you at work?

To get employee engagement right, you must start with this question and ask it regularly. It's undoubtedly the most direct of questions to ask employees regarding workplace satisfaction. Regularly finding out where your company's morale falls on the 10-point scale allows you to track morale over time. The key, however, is consistency.

02. Would you refer someone to work here?

How likely an employee would refer someone is a reflection on how satisfied this person is at their job. If they're unhappy with their job, you can bet they don't have much good to say to their friends about the company.

03. Do you have a clear understanding of your career or promotion path?

Another poll by Gallup found that employees who get the opportunity to continually develop are twice as likely to say they will spend their career with their company. Find out if your workers have a clear understanding of what lies ahead of them. If their answers are negative, you'll need to start offering developmental opportunities to prevent people from quitting in rapid succession.

04. On a scale of 1 to 10, how would you rate your work-life balance?

Employees need to balance work and their personal life in order to be productive and engaged. If employees are feeling lopsided, then that's a red flag that signals burnout is right around the corner.

05. Hypothetically, if you were to quit tomorrow, what would your reason be?

Bad communication, lack of transparency, feeling undervalued — these can all be uncovered by asking this question. Responses to this ultra-insightful of engagement questions will inform you if your employees feel like they're there to stay or if there are underlying issues that are driving them to look elsewhere for work.

Questions to ask employees about their manager

06. Do you feel valued at work?

Our research has revealed that only 21% of employees feel strongly valued at work. Use this question to gauge how valued workers in your organization are feeling.

07. How frequently do you receive recognition from your manager?

Find out how the leadership team is doing with recognizing their employees. If the majority of workers have said they've gone more than two weeks without recognition, there's a good chance morale is dropping. And that can lead to disengagement, loss of productivity, and attrition.

08. The last time you accomplished a big project, did you receive any recognition?

Feeling valued at work is a huge motivator. This question will help uncover if leaders (or peers) have missed the mark when it comes to recognition. If employees don't feel their hard work is properly recognized, you can work together to find a solution to this problem.

Employee Retention

09. Do you believe you'll be able to reach your full potential here?

Employees want to work at a place that will nurture their desire for growth. The more opportunities for growth your organization can offer, the longer employees will stick around.

10. If you were given the chance, would you reapply to your current job?

Employee survey -Remote working

☆

All changes saved in Drive

Send

Questions

Responses

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DIRECT

Employee Survey - Remote working

'Check in' to see how you are feeling working from home

Email address *

Valid email address

This form is collecting email addresses. [Change settings](#)

How often are you working from home?

☐ Every Day

☐ Up to three days per week

Tt

27

First Name	Last Name	Gender	Location	Department
		Male	Head Office	Administration
		Female	Head Office	Customer Services
		Male	From Home	Retail Management
		Male	Head Office	Marketing
		Male	Warehouse	Warehouse
		Male	Warehouse	Warehouse
		Female	Head Office	Finance
		Female	Bournemouth	Directors
		Male	Head Office	Customer Services
		Male	Warehouse	Warehouse
		Male	Warehouse	Warehouse
		Male	Head Office	Warehouse
		Male	Head Office	Warehouse
		Female	Bournemouth	Directors
		Female	Warehouse	Warehouse
		Female	Head Office	HR
		Male	Head Office	IT & Web
		Male	Head Office	IT & Web
		Female	Head Office	Customer Services
		Male	Warehouse	Warehouse
		Male	Head Office	Directors
		Male	Warehouse	Warehouse
		Male	Head Office	IT & Web
		Female	Head Office	Directors
		Female	Head Office	Customer Services
		Female	Head Office	Customer Services
		Male	Head Office	Warehouse
		Male	Head Office	Directors
		Female	Head Office	Marketing
		Female	Head Office	Customer Services
		Female	Head Office	Finance
		Female	Head Office	HR
		Female	Head Office	Marketing
		Male	Warehouse	Warehouse
			From Home	Management
		Male	Head Office	IT & Web
		Male	Head Office	Warehouse
		Male	Head Office	Directors
		Female	Head Office	Customer Services
		Male	Head Office	Finance

Do you have any suggestions / ideas to improve team work and/or employee moral whilst working remotely?

13 responses

Bring back the "coffee break" meetings where people can join if they have the time just to see other people.

Virtual coffee morning catch ups again or something or Friday night Zoom quiz and drinks if people aren't already sick to death of Zoom haha.

Daily morning catch-ups with the team have been working well for us. With each of us checking in on each other throughout the day.

Non-work based conversations have also helped maintain rapport. This makes quickly switching to more serious topics easier ... without things getting prickly!

Feeling appreciated is super important for motivation and morale when working alone, so I've been careful to acknowledge others efforts and achievements, however small, whenever possible.

I thought the 'coffee mornings' were great and they definitely boosted my morale in the beginning. We could organise a weekly one at a set time for people to pop on if they are available.

I also find regular team meetings keep me motivated, even if it is a brief one once a fortnight or a month. We could encourage teams to do this if they aren't already.

I know we had chatted about doing some fun quizzes after hours. We sometimes used to go for a drink in



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

Accepted: Coffee Break Catchup @ Fri 12 Jun 2020 11am - 12pm (BST)
(sian.morgan@ecigarettdirect.co.uk)

1 message

Fran Deias <fran.deias@ecigarettdirect.co.uk>
Reply-To: Fran Deias <fran.deias@ecigarettdirect.co.uk>
To: sian.morgan@ecigarettdirect.co.uk

9 June 2020 at 07:35

Fran Deias has accepted this invitation.**Coffee Break Catchup**

When Fri 12 Jun 2020 11am – 12pm United Kingdom Time

Joining info Join with Google Meet
meet.google.com/fny-bkfc-coy

Join by phone
[+44 20 3957 0679](tel:+442039570679) (PIN: 787311008)

[More phone numbers](#)

Calendar sian.morgan@ecigarettdirect.co.uk

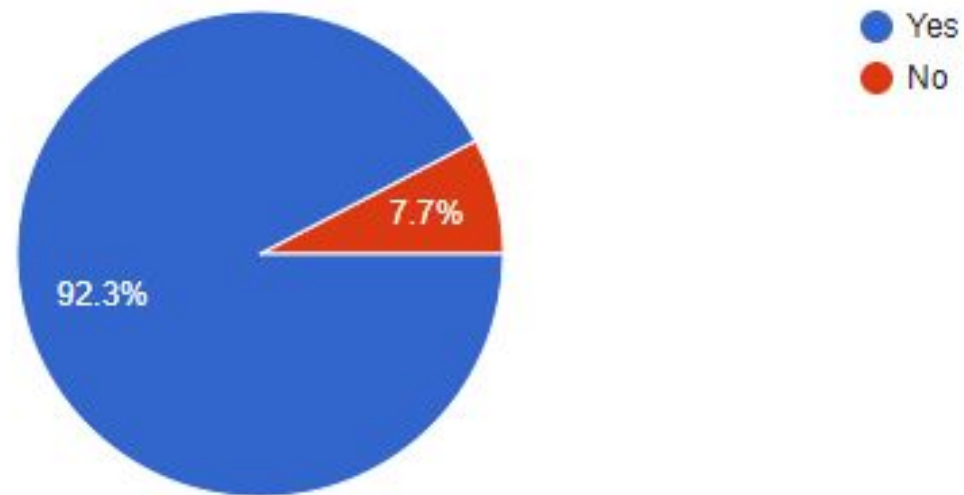
Who

- sian.morgan@ecigarettdirect.co.uk - organiser
- charlotte.dunworth@ecigarettdirect.co.uk



Do you have all the necessary equipment and facilities to perform your role comfortably and productively at home?

13 responses



Employee Survey working from home - results

Wed, 30 Sep, 09:47

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

To: [REDACTED]

Hi All,

I wanted to share the recent employee survey results with you, which target employees who are currently working from home.

Here is the link to the survey if you would like more info:

<https://docs.google.com/forms/d/1CzriZy-fWCbGnNIDx5ENgyn-LYP2ff620iVjv2lpi-k/edit#responses>

Overall most employees are coping well working from home and have good levels of communication with their line manager and have the necessary equipment to complete their job.

From the results and individual feedback, there are some areas for us to focus on:

Employee engagement

- set up weekly coffee break mornings - lead by HR perhaps 9.15 on Thursdays? Check in to see how everyone is.
- Who am I quiz - a little fun and see if people can guess from clues who the mystery employee is?

- IT / Web are feeling a little undervalued....conscious Gabor is new and Matt only started with us a few months before lockdown. Could they share an update with HO on how the new website is coming along / what it looks like etc? Demonstrate their hard work so far....

Communication

- Newsletter - I know you wish to change newsletter to include more HO news rather than the current retail focus. Perhaps we could include key department achievements/focus for the week so employees are more aware of what each department is working on.
- Who's Who - include photos of new starters in newsletters and some interesting facts about the individual. I am conscious that people who have not been into the office since the start of the pandemic won't be aware of the increased headcount in HO.

Work load

- Line managers to monitor workload more closely and make sure employees are coping and can prioritise their workload effectively.
- Look into stress management and time management training.

Company equipment

- [REDACTED] is working from a camping table and chair. Have requested Adam to confirm the size of table he can fit at home so a suitable desk can be ordered. An Office chair has been ordered.
- [REDACTED] - VPN frustrations. Allocated him a Chromebook which he is collecting from HO Monday.

Please let me know if you have any further suggestions / ideas.

Many thanks,

Fran

Fran Deias

HR Administrator



E-Cigarette Direct

Admin Tools
Engaged Employer

Overview

28 Reviews

23 Jobs

13 Salaries

4 Interviews

2 Benefits

38 Photos

Following
Add a Review

E-Cigarette Direct Reviews

Updated 6 Dec 2019

Find Reviews

Clear All

Full-time, Part-time

English

Filter

28 English reviews out of 28

Sort Popular

4.7

93% Recommend to a Friend

92% Approve of CEO



Jon Nelsey
22 Ratings

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Learn More

Want to remove competitor ads?
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Reviews by Job Title

Sales Manager (8)

Customer Service Manager (2)

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AH23

	A	B	C	D	E	F	G
1	Employee Id	Job Role	Location	Leaver Marked Date	Row Labels	Count of Employee Id	
2	19	Head of Retail	Head Office	22/06/2017	Head Office	25	
3	127	Sales Manager	Retail	08/01/2018	Retail	60	
4	137	Administrator	Head Office	08/01/2018	Grand Total	85	
5	PW8	Sales Manager	Retail	19/12/2016			
6	FE26	Area Retail Manager	Head Office	11/05/2018			
7	FE29	Retail Assistant	Retail	11/05/2018			
8	FE14	Retail Assistant	Retail	11/05/2018			
9	FE16	Retail Assistant	Retail	11/05/2018			
10	79	Sales Manager	Retail	12/09/2017			
11	FE6	Retail Assistant	Retail	11/05/2018			
12	FE10	Production Operative	Head Office	11/05/2018			
13	FE27	Retail Assistant	Retail	11/05/2018			
14	81	Warehouse Assistant	Head Office	06/11/2017			
15	123	Sales Manager	Retail	02/01/2018			
16	FE30	Retail Assistant	Head Office	11/05/2018			
17	24	Sales Manager	Retail	15/12/2016			
18	63	Senior Sales Manager	Retail	01/12/2017			
19	FE25	Retail Assistant	Retail	11/05/2018			
20	FE11	Retail Assistant	Retail	11/05/2018			
21	FE15	Retail Assistant	Retail	11/05/2018			
22	FE34	Retail Assistant	Retail	11/05/2018			
23	FE2	Retail Assistant	Retail	11/05/2018			

Allleavers_20201437113749

Customer Advisor Probations Data Report

20181207 Customer Adviser Probations ☆ 📁 ☁

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	First Name	Last Name	Job Role	Location	Start Date	EOP	Extended	Notes						
1			Customer Adviser	Weston Super Mare	15/08/2018	15/11/2018	YES	PIP						
2			Customer Adviser	Bridgend	07/09/2018	07/12/2018	YES	Refer to Occ Health						
3			Customer Adviser	Abergavenny	07/09/2018	07/12/2018	YES	Partly due to absence						
4			Customer Adviser	Bristol	24/09/2018	24/12/2018	NO	PASSED						
5			Customer Adviser	Llanelli	17/10/2018	17/01/2019	YES	RESIGNED						
6			Customer Adviser	Worcester	17/10/2018	12/01/2019	NO	PASSED						
7			Customer Adviser	Llanelli	29/10/2018	29/01/2019	NO	PASSED						
8			Customer Adviser	Swansea	05/11/2018	05/02/2019	YES	TBC						
9			Customer Adviser	Kidderminster	05/11/2018	05/02/2018	YES	DISMISSED						
10			Customer Adviser	Hereford	05/11/2018	05/02/2018	YES	DISMISSED						
11			Customer Adviser	Swansea	19/11/2018	19/02/2019	YES	PASSED						
12			Customer Adviser	Cardiff	19/11/2018	19/02/2019	NO	PASSED						
13			Customer Adviser	Cardiff	19/11/2018	19/02/2019	YES	DISMISSED						
14			Customer Adviser	Swindon	26/11/2018	26/02/2019	NO	PASSED						
15			Customer Adviser	Kidderminster	18/02/2019	18/05/2019	NO	PASSED						
16			Customer Adviser	Bristol	18/02/2019	18/05/2019	YES	PASSED						
17			Customer Adviser	Hereford	18/02/2019	18/05/2019	YES	RESIGNED						
18			Customer Adviser	Hereford	04/03/2019	04/06/2019	YES	Due to extended A/L						
19			Customer Adviser	Carmarthen	12/04/2019	12/07/2019	NO	PASSED						
20			Customer Adviser	Porthcawl	26/04/2019	26/07/2019	YES	PASSED						
21			Customer Adviser	Swansea	26/04/2019	26/07/2019	NO	PASSED						
22			Customer Adviser	Cardiff	13/05/2019	13/08/2019	NO	PASSED						
23														
24														
25														
26														

Sheet1

Explore

14:09 20/09/2020 6

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.

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Our Core Values

At E-CigaretteDirect, we've grown rapidly from a small company to a much larger one. Our colleagues are spreading across the country, and we lack the close interaction we once had.

As a result, we feel it's important that our core values are explained and shared across the company, so that everyone understands and shares our vision for the company.

Our Values should be reflected in your behaviour when representing the company, and a guide to making decisions that affect the company.

These are our Company values:

- Exceed customer expectations, whatever your role
- Shit happens. It's how we deal with it that matters
- Be honest with each other, but with compassion
- Take responsibility
- Work as a team
- Play the long game
- Continually seek improvement
- Embrace change
- Be kind
- Put yourself in other's shoes
- Put trust over control
- Focus on what really matters

Each one is explained in a bit more detail below:

Exceed customer expectations, whatever your role.

What's the key to our success? Sales. But it's not the individual sale, but long term repeat sales that come from having repeat customers. And how do we achieve repeat customers? The strongest factor is customer service. That's why ensuring great customer service is a responsibility of everyone in the company, whether they are customer service, warehousing, accounting or another role.

Shit happens. It's how we deal with it that matters.

Problems are inevitable. Rather than hoping they don't appear, what matters is the attitude we bring to problems, and how we deal with them. That means tackling problems with a positive attitude, avoiding a blame culture and working together.

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Learning and Development

Values

Our People

Sitemap

Contact: When you need support, your usual port of call should be your line manager. However, there may be times you wish to discuss an issue with a director, and we feel it is important that anyone in the company can call us directly. Below are our contact details. If we don't answer, please leave a message and we will get back to you as soon as we can.

Below are the Senior Management team, who are on hand to help out as necessary.

James Dunworth



Chairman

059 21733 858131

Jon Nelsey



Managing Director

059 21733 858131

Charlotte Dunworth



HR & Legal Director

059 22222 227373

Food	Name	Bell Court Wednesday 18th December 12.45pm		
Selection of Cheeses	Charlotte			
Crackers & Breadsticks	Dawn			
Selection of Crisps/ Salted snacks	Andrea			
Selection of Dips	Grant			
Crudites (veg sticks)	Fran			
Pasties / Sausage Rolls	Lloyd			
Quiches	John ED			
Cocktail Sausages	Gary			
Scotch eggs	Kath			
Potato Wedges or Pizzas				
Pate	Ben C			
French stick/ rolls (baguettes, etc)	Danny			
Vegetarian/Vegan/ GF selection	Jo			
Biggs' special sausages	Gemma			
Semur chicken	Siska			
Vegetables Rice Noddle Stir fry	Siska			
Fried tofu	Siska			
Sweet corn fritters	Siska			
Gingerbread	Adam			
GF & Vegan brownies	Fran			
Cup Cakes	Fran			
Mince Pies	Ceri			
Drinks- pop (fizzy drinks), juice, etc	Sian			
Selection Box of Sweet Biscuits	Kym			
Dan's famous surprise Cheesecake	Dan			

Merry Christmas!

Please sign up & bring a dish along on
Wednesday 18th December @ 12.45pm.
Please feel free to add on anything specific
you would like to bring.
Hope to see you all there :)

Secret Santa Sign up (£5 budget)

Fran
Gary
Andrea
Sian
Adam
Danny
John
Jo
Dawn





Hello all!

It's the most wonderful time of the year! Mince pies, mulled wine and CHRISTMAS JUMPERS!

This year, on Friday December 15th, we at E-Cigarette Direct will be joining in the national festivity that is Christmas jumper day and we want to get everyone involved!

Whether you work in store, head office or the warehouse, all you need to do to get involved is wear your Christmas jumper (the uglier the better!) to work and donate £2 (you can donate more if you want but £2 is the minimum).

This year all donations will be donated to the Noah's Ark appeal through [REDACTED]'s Memorial Fund, a charity which is incredibly close to [REDACTED] in our [REDACTED] store's heart.

You can read what [REDACTED] has to say here....

I know I have not been with the company for very long, but I would like to ask for everyone's help if possible. Earlier this year I lost my 22 month old son [REDACTED] to an unknown sudden illness, [REDACTED] spent a month in Noah's ark children's hospital, towards the end of [REDACTED]'s time in Noah's ark he was admitted to the pediatric intensive care unit (PICU) where he received fantastic care. Myself and my family now dedicate much of our free time to fundraising for the charity, we have opened a memorial fund in his name to raise money to purchase equipment in his name.

Please if you could support me by wearing a Christmas jumper to work on December 15th with a minimum donation of £2 and help me raise money for this amazing charity.

If each store can collect their money and put it in an envelope ready to be sent back with the AM's, that would be great!

Also, we could invite our customers to donate their 1p's from the £9.99 offer because as we all know, look after the pennies and the £'s will look after themselves!

ECD have very kindly said they will match monies raised !!

Extract of Sickness absence Data- Retail

ECD Sick report 2020 ☆ 📁 ☁

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
46				21/09/2020	24/09/2020	3	24:00:00	S25 - Self-Isolation due to COVID-19 symptoms							
47				11/02/2020	11/02/2020	1	07:00	S09 - Headache or Migraine							
48				23/03/2020	27/03/2020	3	21:00	S25 - Self-Isolation due to COVID-19 symptoms							
49				28/03/2020	29/03/2020	1	07:00	S25 - Self-Isolation due to COVID-19 symptoms							
50				24/09/2020	25/09/2020	1	07:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness							
51				26/09/2020	26/09/2020	1	07:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness							
52				27/09/2020	12/10/2020	9	63:00:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness							
53				13/10/2020	17/10/2020	3	21:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness							
54				23/10/2020	23/10/2020	1	04:00	S09 - Headache or Migraine							
55				09/01/2020	10/01/2020	1	07:00	S16 - Gastrointestinal problems							
56				14/03/2020	27/03/2020	10	70:00:00	S25 - Self-Isolation due to COVID-19 symptoms							
57				30/01/2020	31/01/2020	2	14:00	S11 - Heart, cardiac and circulatory problems							
58				07/02/2020	07/02/2020	1	07:00	S11 - Heart, cardiac and circulatory problems							
59				20/02/2020	20/02/2020	1	07:00	S11 - Heart, cardiac and circulatory problems							
60				07/03/2020	07/03/2020	1	07:00	S11 - Heart, cardiac and circulatory problems							
61				06/01/2020	06/01/2020	0.5	03:30	S09 - Headache or Migraine							
62				15/01/2020	15/01/2020	0.5	03:30	S09 - Headache or Migraine							
63				28/12/2019	03/01/2020	3	12:00	S06 - Cold, Cough, Flu, Influenza							
64				07/02/2020	07/02/2020	1	04:00	S17 - Gynaecological or Genitourinary problems							
65				19/03/2020	19/03/2020	0	00:00	S16 - Gastrointestinal problems							
66				23/03/2020	29/03/2020	1	06:00	S25 - Self-Isolation due to COVID-19 symptoms							
67				19/03/2020	25/03/2020	3	19:00	S25 - Self-Isolation due to COVID-19 symptoms							
68				19/03/2020	21/03/2020	3	20:00	S25 - Self-Isolation due to COVID-19 symptoms							
69				22/03/2020	25/03/2020	1	06:00	S25 - Self-Isolation due to COVID-19 symptoms							
70				17/02/2020	17/02/2020	1	07:00	S16 - Gastrointestinal problems							
71	Total Instances 69														
72															

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	A	B	C	D	E	F	G	H	I
	First Name	Last Name	Job Role	Location	Sick Start Date	Sick End Date	Sick Duration (Days)	Sick Duration (Hrs)	Sick Reason
1			Customer Service	Head Office	05/02/2020	23/02/2020	13	104:00:00	S15 - Chest and respiratory problems (other than asthma)
2			Customer Service	Head Office	25/08/2020	26/08/2020	2	16:00	S16 - Gastrointestinal problems
3			Customer Service	Head Office	07/10/2020	07/10/2020	1	08:00	S16 - Gastrointestinal problems
4			Warehouse Assi	Warehouse	27/07/2020	27/07/2020	1	10:00	S16 - Gastrointestinal problems
5			Unit Coordinator	Head Office	12/02/2020	12/02/2020	1	08:00	S16 - Gastrointestinal problems
6			Customer Service	Head Office	28/08/2020	28/08/2020	1	07:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness
7			Customer Service	Head Office	24/06/2020	03/11/2020	75	600:00:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness
8			Dispatch Superv	Head Office	05/02/2020	05/02/2020	1	08:00	S06 - Cold, Cough, Flu, Influenza
9			Dispatch Superv	Head Office	25/02/2020	25/02/2020	1	08:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness
10			Dispatch Superv	Head Office	02/03/2020	02/03/2020	1	08:00	S06 - Cold, Cough, Flu, Influenza
11			Dispatch Superv	Head Office	27/05/2020	27/05/2020	1	08:00	S03 - Anxiety, Stress, Depression, Other Psychiatric Illness
12			Wholesale Busin	Head Office	02/01/2020	02/01/2020	1	10:00	S17 - Gynaecological or Genitourinary problems
13			Warehouse Assi	Warehouse	22/07/2020	22/07/2020	1	10:00	S16 - Gastrointestinal problems
14									
15									
16									
17									
18									
19									
20									

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Extract of Near miss report

[illegible]

Do you have any suggestions / ideas to improve your working experience at ECD? *

I feel uncomfortable saying it but a little understanding from some at HQ regarding the time and effort being put in by our team, our collective expertise, and the value our work adds to the business would certainly go a long way right now.

People - E-Cigarette Direct

Francesca Deias-Moffat

Dashboard

Employees

Me

Documents

Thanks

Planner

Tasks

Cases

Authorisations

Expenses

Reports

Queries

Thanks

Thanks badges are a way of thanking colleagues for working extra hard or doing something extra special.

Thank Your Colleagues

Thank a colleague by awarding a unique badge of appreciation. Each badge endorses a different set of skills or qualities, and you can personalise the badge with a special message to say why you are giving it.

Give Thanks

Most Popular Badge:

Helpful

10

badges awarded in the last 12 months

Most Popular Badge

7 6 3 3





John Eynon-Davies received thanks from Katja Wilson - Mon, 20 Jul 2020

No Comments



Helpful

Thank you so much for helping us with the banking here in Swansea. It really helps us so much as you can imagine (queing for ages you were). And of course for my fresh cucumber supply, so yum!

Kat & Charlotte





Survey
Coordination
Centre

NHS Staff Survey 2019
National results briefing

Published: February 2020

> Key changes in the 2019 Staff Survey results

Your pay and hours

% of staff satisfied with their level of pay (q5g)

Year	% of staff satisfied
2015	36.6%
2016	36.9%
2017	31.3%
2018	34.3%
2019	38.0%

— National average

38.0% of staff were satisfied with their level of pay, a **2 percentage point increase** from 2018 and the highest result over the past 5 years

55.9% of staff work additional UNPAID hours each week, over and above their contracted hours, a **2 percentage point decrease** from 2018 and a **5 percentage point decrease** from 2015 (q10c)

54.0% of staff were satisfied with the opportunities for flexible working patterns, a **4 percentage point increase** from 2015 (q5h)

Your organisation

63.3% of staff would recommend their organisation as a place to work, a **2 percentage point increase** from 2018 and a **5 percentage point increase** from 2015 (q21c)

- Ambulance trusts have improved on this measure by **11 percentage points** since 2015 (41.7% to 52.8%)

48.0% of staff were satisfied with the extent to which their organisation values their work, a **2 percentage point increase** from 2018 and a **6 percentage point increase** from 2015 (q5f | 41.8%)

77.3% of staff say that the care of patients/ service users is their organisation's top priority, a **4 percentage point increase** from 2015 (q21a | 73.3%)

Your managers

71.0% of staff were satisfied with the support they get from their immediate manager, a **4 percentage point increase** compared to 2015 (q5b | 2015: 66.8%)

34.5% of staff agreed that senior managers act on staff feedback, a **2 percentage point increase** compared to 2018 (q9d | 2018: 32.7%)

ECD Company Benefits

Our Benefits System - A Wellbeing Approach

The wellbeing of all our employees is of huge importance to us as a company. Looking after and believing in our people has been in our very DNA as a family business since the start - and not just because we think it is something we should do or something that will benefit the business - it's just who we are and who we want to be. We reflect this in our Core Values and throughout the way we work.

Wellness and Wellbeing encompass a number of areas including physical health, financial wellbeing, mental health and emotional wellbeing, personal growth, development and spiritual wellbeing, and social and environmental wellbeing.

Whilst you are responsible for your own wellbeing, our aim as a company is to help and support your all-round wellbeing and growth. For example, we know that things like money worries affect your financial wellbeing - but they also have a detrimental effect on your mental health¹. To help support you here, we provide access to money management and debt guidance and financial support including grants. The chart shows how we can support your wellbeing in lots of different ways. Some of our benefits can have a positive impact on more than one aspect of your wellbeing. Below is a complete list of our benefits and when you can start to use our newest benefits.

¹ Research by Barclays shows that people with money worries are 3.8 times more likely to suffer from anxiety and panic attacks and 4.9 times more likely to suffer from depression.



Our Benefits

Here is a complete list of our current benefits as well as some new benefits that we will be introducing in the future:

Company Wide Benefits:

- Healthcare Cash Plan
- Cycle to Work scheme
- Annual Profit Share Scheme
- Payroll Savings/Lending Scheme with the Retail Credit Union
- Access to Google Chat
- Subscription to The Retail Trust
 - Counselling and Emotional Support
 - Financial Advice, Debt Management and Financial Grants
 - Legal Guidance
 - Career Development Advice
 - Training Grants
- Subscription to the Retail Trust Wellbeing platform
 - Career development support
 - Personal development support
 - Money management tips

Thrive Wellbeing App



Thrive is a wellbeing app which is clinically proven to aid the prevention, early detection and treatment of stress, anxiety and other common mental health conditions. The App is built using cCBT (Computerised Cognitive Behavioural Therapy) and proven mindfulness exercises that allows you to create a unique wellbeing journey depending on your needs and concerns.

To access Thrive, you need to download the app from your usual app store. Then sign up using your email address, a secure password and the access code HS+308386.

health shield

Hopefully by now, you are aware and have used your HealthShield benefit to reclaim your day to day health costs, such as dental or optical costs, or the cost of a flu jab.

However, Healthshield will also cover Health and Wellbeing costs up to your plan limit (which can be voluntarily increased). As well as therapeutic treatments such as sports or other types of massage, reflexology and

acupressure, did you know that you can also claim for counselling costs and cognitive behaviour therapy?

In addition, if you think you would benefit from seeing a specialist such as a psychiatric consultant, you may also be able to reclaim some of these costs - we'd recommend speaking to Health Shield before incurring any costs to check if you are covered.



My Gp Anytime

We know that people struggling with their mental health can find it hard to speak to a doctor for a variety of reasons - perhaps it's hard to get an appointment, or one at a convenient time. We are all aware of how stretched NHS services are and perhaps you feel rushed during a GP appointment, or anxious about talking about your mental health.

GP Anytime can help with this. You can speak to a qualified doctor (who are all experienced GPs) over the phone 24 hours a day, 7 days a week at a prearranged time to suit you. You can also have video chats if you prefer Monday to Friday. Appointments are 20 minutes long (twice the length of an NHS GP appointment) and appointments are unlimited.

To arrange to speak to a doctor, call 0345 319 6462 and quote reference 72010.

Note that this isn't a replacement for your own NHS GP, and for more serious medical issues, you should still consult your own GP or contact emergency services in an emergency. However, this service could help you begin to get the help you need - even if it's a practice run.

If you are unsure what to say or how to have a conversation about your mental health, there is guidance from the Retail Trust here:

[How to talk to your GP about your mental health](#)

27/11/20 Engagement

Road Blocks → Ho

- [REDACTED] Brand Manager!
Marketing.
Too busy with COVID / Black Friday / Xmas
- other teams - customer service /
Warehouse - limited capacity. May be
quieter in NY? won't know until Feb.
- Employee Form for Ho. Potential
reps? Ideally 1 from each dept??
Lack of time [REDACTED]
- Budget? opinion from retail on new
staff in light of recent redundancies?

Employee Forum



Welcome!

Before we get into the details I would like to say welcome to the ECD Employee Forum! Thank you for nominating yourself and congratulations on being elected! The Employee Forum is something that we are really excited about and we are thrilled that you will be joining us to help make it a success.

I'm sure you have lots of questions about your new responsibility as an Employee Representative. We have covered some of the key points below.

Why have we set up the forum?

Over the last few years, we've experienced rapid growth and a lot of change! To continue to grow and improve, we want the views, opinions and ideas of you guys on the ground. Rather than sending out endless surveys or making assumptions about what is or isn't working we thought the best option was to talk to you!

What do we want to achieve?

We want you as Employee Representatives to be the eyes, ears and voice of retail, working with the Management team to help us come up with and develop ideas and solutions for the business to learn and grow. You'll also help us to roll out new initiatives and to gather feedback from your team members.

How will it work?

We expect to hold Employee Forum meetings around once every quarter. We will let you know in advance what will be discussed during the meeting so that you can reach out to your area and gather information. We will structure each meeting differently depending on what is to

be discussed. Usually we will invite you to Head Office but we may decide to hold meetings in stores too. It is important to remember that this is a new idea and so we will all need to be flexible as we work out how to get the most value out of the forum.

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