

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning (5ARPT)

1. Be able to review and evaluate an organisations approach to talent planning
2. Be able to recommend ways to improve an organisations approach to talent planning
3. Be able to contribute to people resourcing activities

Word Count: 3474

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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: Jane Sadler

Date: 21 May 2020

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<u>EVIDENCE MATRIX</u>				CIPD Membership/registration No.: 52080882		
Jane Sadler				Unique Learner No. (ULN): 1806991		
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	1.1	Screenshot of Puffin Produce Values on company website	EV1		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email to senior manager outlining that current recruitment does not consider Company Values	EV2		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Excerpt from application form showing reference to company values	EV3		
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5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email from Head of Ops in May outlining the need for HR intervention relating to the opening of the new facility in July	EV5		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Email identifying use of apprentices in succession planning for engineering	EV6		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Excerpt from Handbook mentioning fair recruitment and selection	EV7		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Younger Workers and Child Labour Policy	EV8		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Excerpt from Handbook mentioning training	EV9		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Excerpt from contract showing training information	EV10		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Executive summary from research report into the effectiveness of the current appraisal system	EV11		

5ARPT	Contributing to Resourcing and Talent Planning	1.2,1.3	Email from Production department evidencing managerial judgement when considering people planning	EV12		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email from Head of Ops to his team asking their opinion on his thoughts to manpower planning	EV13		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email outlining concerns regarding engineering headcount, skills and aging workforce	EV14		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Spreadsheet showing average staff turnover at 3.6%	EV15		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Spreadsheet showing average length of service for management and admin staff	EV16		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email to Finance Director regarding increasing managers notice period to three months	EV17		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email from recruitment agency identifying non-use of their services for a period of time	EV18		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Sample section of CV19 skills matrix	EV19		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Excerpt from Competency Framework for a Line Operative	EV20		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Job Advert on our closed Facebook Page	EV21		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Spreadsheet showing training spend in previous 12 months	EV22		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email from Pembrokeshire College evidencing my involvement in the development of new apprenticeship scheme.	EV23		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Email to Head of Ops outlining that we should consider external	EV24		

			recruitment for Leader roles.			
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Forklift Driver skills matrix showing departmental cross working	EV25		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Email from Head of Ops outlining the decision not to follow a redundancy route.	EV26		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Screenshot of Christmas vacancy displayed on GOV.uk showing temporary contract.	EV27		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Email from Careers Wales showing my involvement with Employability Week in local school.	EV28		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email from my Line Manager outlining my responsibilities related to the recruitment and onboarding of staff during CV19	EV29		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email to Marketing Manager requesting job advert to be placed on the Company Facebook page	EV30		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email to H&S Manager thanking him for agreeing to assist with induction	EV31		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email evidencing collaborative working to create a new CV19 focused induction presentation.	EV32		
5ARPT	Contributing to Resourcing and Talent Planning	3.2,3.4	Email asking Receptionist to help with induction process and her acceptance of duties	EV33		
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email to our Employment Law consultants requesting a template zero hour contract	EV34		
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email to Training supervisor and H&S Manager asking if they	EV35		

			were available to deliver an induction			
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email updating Training supervisor of new starters.	EV36		
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email asking for shift pattern and head count requirement per team	EV37		
5ARPT	Contributing to Resourcing and Talent Planning	3.5, 3.6	Email advising that I had achieve the target recruitment and showing thanks from my line manager	EV38		
5ARPT	Contributing to Resourcing and Talent Planning	3.5, 3.6	Email from Head of Operations reporting on calibre of staff recruited and acknowledging level of communication	EV39		
5ARPT	Contributing to Resourcing and Talent Planning	3.5	Email to update team on new starters	EV40		
5ARPT	Contributing to Resourcing and Talent Planning	3.5	Email to new starters with joining information	EV41		

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:

Bee

Date:

20 May 2020

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

Based in Pembrokeshire and employing 173 staff, Puffin Produce Ltd supplies fresh produce to major supermarket chains throughout Wales. We pride ourselves on the recent installation of the most hi-tech potato packing plant in the UK and have undergone considerable expansion in the last 8 years with an annual turnover of £28million in June 2019.

One key element of workforce and talent planning is the link to organisational goals. (CIPD, 2019a) Within our organisation there are no clearly defined goals which makes alignment to them impossible. The organisation does have a set of values, (EV1) although talent planning is generally not aligned with them which I highlighted to the management team. (EV2) There is reference to the values in our generic application form (EV3) and on the careers page on our webpage (EV4), however neither are greatly utilised failing to be good sources of applicants although serve to strengthen our brand.

Senior managers lead on strategic business decisions, the most recent relating to the installation of the new facility which impacted on talent planning due to the reduced number of low skilled roles required and the increase in knowledge around IT. Despite this senior managers did not communicate the full details of the project to me, with manpower planning not considered until late in the project resulting in a reactive approach (EV5) The CIPD (2019a) recommend a collaborative approach to workforce planning, but in this instance there was a lack of collaboration in the early stages. However, this is not always the case and there is evidence of collaboration and forward planning when considering specific hard to fill roles ie engineers and technical staff. (EV6)

Overall, the organisation has a very informal approach to workforce planning due as there are no strategic plans and very limited documentation (policies/procedures/reports) in place relating to any of the processes involved. The organisation does not have a recruitment policy although fair recruitment is mentioned in the handbook (EV7) and due to our ethical requirements we also have a Younger Worker and Child Labour policy. (EV8) There are no policies in place regarding L&D, with references only made to training in the hand book (EV9) and recently in the contracts (EV10) . Whilst the organisation does have an appraisal system in place, it is very traditional in approach with little focus on development. Internal research has also shown that it is not fit for purpose and is considered more a tick box exercise, (EV11) therefore would not be considered as useful tools to enhance workforce/talent planning. (Wilkinson & Taylor, 2016)

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

Forecast demand:

Despite many organisations that operate in a stable environment forecasting demand up to 1-2 years ahead (Taylor, 2014) Puffin does not have a long-term people plan to establish future demand, instead planning on a more short-term basis; back filling vacancies and reacting to demand peaks. Due to the cyclical nature of our seasonal fluctuation we are able to forecast our staffing and skills requirements for Christmas on past experience (Taylor, 2014) using a semi-systematic approach; forecasting activity levels (Armstrong, 2020) using historic statistical data ie packed tonnage and previous staffing figures/positions in addition to predictive information supplied by the commercial team. Whilst this approach is aligned with Time-Series analysis, there is no formal plan devised with decisions greatly influenced by managerial judgement. (EV12) (Armstrong, 2020) Initial decisions are put forward by

the Head of Operations with opinions sought from managers to introducing a level of '**objectivity**' prior to the final decision. (EV13)

A longer-term approach is adopted when recruiting for specialist roles within the Company ie engineering. Our last review of our engineering team, outlined insufficient headcount and an aging workforce with IT skills gaps. (EV14) This opinion was based on managerial judgement, previous experience and also understanding the current skills set as opposed to analysis of training/L&D records or any other data.

Forecasting supply:

Although relatively informal some internal and external information is considered when forecasting supply. (Armstrong, 2020)

Internal:

Average staff turnover for our lower skilled jobs is 3.6% (EV15) less than the sector average of 17.9% (Murphy, 2019). However, this still results in an almost continuous need to recruit small numbers of staff. No formal supply forecasting is undertaken as this level of churn is expected and it is relatively easy to recruit for these roles through various cost-effective channels.

Our retention figures for management/administrative is high with the average length of service currently at 5.47 years. (EV16) Due to these rates, again we tend not to plan although did extend our notice period to three months for all managers to allow time to recruit should they decide to leave. (EV17) However, due to a UK skills shortage in certain more technical roles (GOV.UK, 2020) combined with our geographic location it is significantly more difficult to attract engineers and technical staff so we are aware that we need to plan to retain/attract and develop talent in these areas to ensure stability. (Forbes, 2020) Analysis of our engineering team identified the need for recruitment, succession planning and also training to up skill existing staff. (EV14)

Detailed analysis of turnover taking into account internal promotion patterns and broader demographic patterns and separate departments are not undertaken. (Taylor,2014), however Armstrong (2020) outlines that forecasting for skills and competencies is '**largely a matter of managerial judgement**'. In addition, the limited and ineffective performance management process increases difficulty in succession planning and identify skills, with decisions often being made as and when there is a need and as a result of managerial judgement. (EV12) Although the company do invest in training it is predominantly statutory or skills based with relatively little developmental training resulting in an unclear path to progression.

External:

Due to our geographic location we tend to consider local labour markets particularly since Brexit where we have noticed a reduction in EU labour supply making recruitment difficult. (CIPD, na). Historically, through an agency, we would have recruited approximately 18 EU nationals on fixed term contracts each year, however over the past 18 months we have focused on recruiting permanent local workers. (EV18)

Due to the relatively high rates of unemployment in Pembrokeshire, (Nomis, 2019) we find local recruitment for low skilled staff relatively easy. Although due to limited transport links and shift times it is sometimes difficult to recruit people who rely on public transport, reducing the pool of candidates. As more higher-level candidates often leave the local area, it is more difficult to attract skilled candidates into higher level roles. However, these observations are based on experience, and not linked to specific data capture and subsequent analysis. The Food Industry is not renowned as an attractive and innovative industry, due to negative perceptions around lack of opportunity and poor pay (Fennell, 2019) which also makes recruitment difficult. We currently do not undertake exit interviews so have no solid data to understand the reasons for people leaving.

Identifying gaps:

One method of identifying gaps is to undertake a skills audit, whilst an audit of some staff was undertaken as part of the COVID19 planning (Deloitte, 2020) (EV19), this is not an established approach. We do have a competency framework within the organisation (EV20) although it is used more as a record to track training/skills rather than analyse existing skills or how they match our future needs. (Wilkinson & Taylor, 2016) As a result many decisions made around skills/demand gaps are made using managerial judgement; according to (Armstrong, 2020) this is the most common approach. A recent example of skill gap identification through managerial judgement and an informal review of numbers in post was within production team whereby it was identified that we had a lack of line leaders. (EV12)

Addressing gaps:

To address gaps organisations should initially consider how they can utilise internal resources. (Wilkinson & Taylor, 2016) With regard to gaps identified with roles, Puffin always endeavour to promote from within the organisation whenever possible, advertising vacancies through a number of different formats ie email, poster and social media. (EV21) We also invest in training and upskilling our staff, spending £28,254 in the past 12 months. (EV22)

Externally the labour market has changed since Brexit and Puffin have focused on increasing recruitment from local sources. To attract younger talent into the organisation I have established a strong working relationship with Pembrokeshire College; actively being involved in the shaping of a Food Manufacturing Engineering Apprenticeship, (EV23) an area where we struggle to recruit. As part of our succession planning we recruited two apprentices to the scheme who have joined our engineering team.

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

Although there is a degree of workforce planning in place it is informal and generally based on managerial judgement. Planning is limited and operational by nature (Wilkinson & Taylor, 2016) reacting to the constant churn of lower skilled roles and focusing on identifying skills gaps and headcount satisfying more immediate needs. Therefore, more attention is paid to recruitment and training, maintaining a business as usual approach rather than a strategic approach taking into account various future scenarios and succession planning. (CIPD, 2018)

Whilst the business is successful with low turnover rates, the lack of strategic planning particularly given labour market influences and difficult to fill roles, sometimes results in rushed recruitment or promotion, hence we do not always get '*the right person in the right role at the right time*'. (CIPD,

2020) Talent planning is generally based on managerial judgement, promoting internal candidates as a preference to recruiting externally (EV12). Whilst this encourages development, I have explained that we are missing out on potential new talent and the diversity and different perspectives that they can bring. (Forbes, 2020) (EV24) Despite internal promotion, the lack of formal skills analysis and effective performance management is causing a lack staff development. This was highlighted in a staff survey with 69.1% of staff highlighting that they had not had development discussions. As promotions are infrequent due to low turnover in supervisory roles this could result in missed opportunities and increased attrition.

Increased focus has been given to cross-skilling this being particularly evident with forklift drivers who traditionally only operated within their own department in comparison to most now being able to work cross-departmentally. (EV25) However, more could be done to ***“drive sustained organisational performance”***. (Wilkinson & Taylor, 2016) and address potential needs.

There has been an increased focus on ensuring that the right people, with regard to ability and motivation, are retained in the business and those that are not performing are released from employment in order to prevent the negative consequences of retaining them. (Mindtools, na) This involuntary turnover, combined with voluntary turnover in lower skilled roles, enabled us not to enter a redundancy situation when we installed the new facility. The senior managers wanted to avoid the negative impact of redundancy and preferred to maintain manpower for a short period, allowing the headcount to reduce through natural wastage. (EV26)

The company does operate a level of ***‘external numerical’*** and ***‘functional’*** flexibility (Atkinson, 1984) in its approach to workforce planning when managing peaks in demand; recruiting staff on an atypical fixed term contract and redeploying existing staff to cover short term needs. (Wilkinson & Taylor, 2016) (EV27) However, there is little adoption of ***‘temporal flexibility’*** (CIPD, 2018) across the organisation with the restrictions of flexibility within operational roles creating a general non-agile mindset and approach to work. Wilkinson & Taylor (2016) outline flexibility as key to improving skills within organisations so our current approach could be negatively impacting attraction/retention of talent.

The relationships created with educational settings has increased knowledge of our sector, addressing our needs to an extent by opening up work opportunities for graduates and students on a fixed term ‘work experience’ basis (Wilkinson & Taylor, 2016). I have also established good relationships with local and national government employment initiatives (EV28) in order to spread knowledge of our organisation and increase any opportunities that we may have.

2.1 Make reasoned recommendations for how the organisation can maintain an appropriate number of people within the skills required by the organisation

In order to ensure the Puffin can maintain the right number of people with the necessary skills the following recommendations are made:

1. As people plans should be linked to organisational objectives/goals it is recommended that the senior management team devise a clear set of goals and objectives that are communicated to the wider workforce. Following on from this step, whilst the current ethos of the company would not fit very formalised processes, it is recommended that some structure is provided in the form of recruitment and L&D policies; ensuring that they allow a degree of flexibility and are kept simple.

(Armstrong, 2020) Fresh Direct evidenced the success in bringing a joined-up approach business approach to talent management. (Personnel Today, 2019)

2. As many of the decisions around workforce planning are made by managerial judgement more focus should be placed on combining this with specific quantitative data, enabling implementation of a more strategic approach to workforce planning. It is recommended that the following should be carried out:

- Departmentalised absence reporting;
- Exit interviews
- Individual skills audit

3. HR should undertake further research into the most suitable performance review model ensuring that it is fit for purpose (Capelli & Tavis, 2016) in order to aid succession planning by identifying talent/employee aspirations and to successfully identify training and development needs. (Wilkinson & Taylor, 2016) An agile approach such as that adopted by Netflix could be considered. (McCord, 2014)

4. Flexible working is seen as a way to attract and retain talent, (Webber, 2018) therefore it is recommended that the company review job roles within the company and identify those where 'temporal flexibility' could be offered. (CIPD, 2018) A collaborative approach with backing from senior managers is vital (CIPD, 2019a) with consideration given to the mindset change that would need to be created to allow this to happen. Google identified six types of flexible working for their workforce increasing loyalty and performance. (Dean & Auerbach, 2018)

3.1 Identify and explain the rationale for a specific resourcing activity within the organisation

Due to the coronavirus pandemic we experienced a sudden uplift in demand from 800 tonnes to 2000 tonnes of potatoes per week. In order to satisfy this, it was necessary to increase the operational packing time requiring additional night shifts. This resulted in an immediate need for additional manpower, whilst in the first couple of days the shortfalls in staff were covered by redeployment of managers and administrative staff this was not sustainable resulting in the need to recruit.

Faced with an unpredictable situation we had to react swiftly and formal planning was not considered relying only on the intuition of managers. (Taylor, 2014) This involved increased communication between myself and the Head of Operations to ascertain the demand and agree contractual terms, and then regular communication to the wider team regarding induction, supply of necessary materials and uniform and team allocation. My task was to advertise, recruit, select, interview and appoint staff ensuring communication with relevant members of the team who were assisting in the induction, managers who would be receiving new starters and regularly updating the Head of Operations.

Whilst processes were in place for recruitment and onboarding due to the urgency and extreme pressure on the operation, these processes were very much streamlined although vital legislative and internal company critical factors were still adhered to. We used social media advertising for the first time which delivered more candidates than off-line methods (Rees & French, 2011) attracting a wider audience (130 applicants in 10 hours).

Due to pandemic and a sudden increase in unemployment the calibre of applicants was higher than normal which enabled me to be somewhat ruthless in the selection process, those that had not followed the requested criteria were not considered and my focus was on people who had similar

skills ie manual, shifts, good team player, thus employing predominantly chefs and outdoor instructors.

Working from home meant I had no face to face contact during the interview process with all communication being by phone, the interviews were very quick outlining the situation, contract details and description of the job and appointments were made very much by judgement at the end of the phone call. I then sent follow up emails with joining information and attaching documents that formed part of the induction and advising them of their teams in order to streamline induction.

Despite the difficulties and urgency, I successfully managed to recruit 30 high calibre staff easing operational pressure and releasing the administrative staff.

3.2 Agree roles and responsibilities with other contributors to the activity.

Following conversations with the Senior Team and supermarkets to predict tonnage the Head of Operations decided on the numbers of staff required and shifts. It was agreed that I was responsible for all recruitment tasks and the management of the process. (EV29)

I asked the Marketing Manager to assist me with the advertising which she agreed to do. (EV30) As I was unable to carry out the induction, I asked the Health and Safety Manager to support the Training Supervisor which he agreed to do. (EV31) In order to streamline the process, I worked with the H&S Manager and his line manager to consider what elements of the induction we needed to cover from their perspective (EV32) and removed aspects such as the site tour. Our receptionist agreed to print out all of the necessary paperwork and was also assigned to ensure that there was sufficient PPE available for the new candidates. (EV33) All contributors understood their roles and responsibilities.

3.3 Identify organisational procedures and legislative requirements which underpin the activity.

Whilst we do not have any formal recruitment and selection policies, we do have a process that we follow. Many of the recruitment processes, from **advertising to selection** and **interviewing** are open to discrimination so we ensured that our job adverts were not discriminatory (Equality Act, 2010). The approach to selection is very unstructured relying on managers to read CV's and apply managerial judgement as to whether an applicant would make a suitable colleague. Whilst our Handbook states that we are not discriminatory in our selection/recruitment this method is open to bias (Armstrong, 2020) increasing the risk of any discrimination claim. Similarly, our interview process is not structured consisting of face to face meetings, make comparisons more open to positive and negative bias and discrimination. (CIPD, 2019b)

During **induction** the following legally required tasks must be completed:

Right to Work check (Immigration, Asylum and Nationality Act 2006)

Issue contracts (Employment Rights Act 1996)

Offer Opt out Agreement (Working Time Regulations 1998)

Health and Safety training/issuing of PPE – (Health and Safety at Work Act, 1974)

Issue Worker and Employee privacy policy – (Data Protection Act, 2018)

Generic company training is also provided, making people feel welcome and strengthening the psychological contract.

3.4 Plan and prepare for agreed role, ensuring the availability of any materials or resources required.

Due to our normal unplanned and reactive approach to recruitment, I was well placed to deal with the recruitment of people in a short space of time. As a result, I did not spend much time planning or preparing, and given the urgency to increase headcount I needed to act immediately.

I put together a basic job advert which our Marketing Manager placed on our social media platforms. Due to uncertainty surrounding the longevity of increased demand and to increase workforce agility, I suggested utilising a zero-hour contract, this was approved and I asked our legal consultants to prepare a draft copy. (EV34) Due to the change in delivery of the induction I asked the receptionist if she would be available to help and to reduce face to face time requested that she prepare all of the starter paperwork in advance. I creating a dedicated online folder that she could easily access documents and requested that she order sufficient PPE. She agreed to help. (EV33)

I contacted the training supervisor and H&S Manager to ensure that they were available for each induction (EV35) and also advised them of all new candidates joining (EV36) and to aid selection, plan induction and allocate shifts I requested a departmental breakdown of required headcount (EV37), this gave a clear indication on when I had achieved the target figure.

3.5 Undertake agreed role in a timely and accurate manner, in line with the organisational procedures and legislative requirements.

Over a period of 14 days I recruited 30 people to operational roles within the company as requested. (EV38) All legislative requirements where met and organisational procedures, although followed, were very much streamlined and at times undertaken by different members of staff. (EV38)

The Head of Operations commented that the selected staff were better calibre than normal and had subsequently picked up their roles very quickly despite the streamline induction process. (EV39)

I ensured regular updates were provided to the operations team in relation to new starters in their teams (EV40) and that emails were sent to all new starters with joining information. (EV41)

3.6 Reflect on the effectiveness of the resourcing activity in meeting the requirements and report back to stakeholders.

The recruitment activity was very effective, recruiting 30 good candidates within a short timeframe ensuring that we could operate at full capacity with good levels of communication. This was confirmed in email by the Head of Operations. (EV39) The streamlined approach did not impact on the outcome due to the unusual calibre of staff, although had this approach been taken under normal circumstances I do not believe it would have been so successful. Although social media in this instance created high interest (Rees & French, 2011) and excellent applicants, I wonder if outside of the pandemic it would create high numbers of poor candidates making selection time consuming with little reward. This is something that I should research further as there are many advocates of the structured use of social media as a recruitment tool. (Broughton, et al., 2013)

Due to the pandemic people who would not normally consider working for us applied and accepted zero-hour contracts due to their in extraordinary circumstances. As a result we have established some good relationships and a number of people are interested in Christmas temporary work, thus reducing future recruitment and training costs.

Importantly, communication to the Head of Operations and the team regarding progress was constant throughout the process either by email (EV39) or phone with overall progress reported to my Line Manager who congratulated me on my efforts. (EV38)

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EV1 Screenshot showing Puffin Produce Values on company website



info@puffinproduce.com 01437 766716   

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OUR VALUES

Here at Puffin Produce we take our responsibility to our people, our community and the environment seriously. The Puffin Produce values ensure that we are putting these factors at the heart of our business as we continue to grow for Wales for years to come.

You can find out more about our values by visiting the pages below.



DOING THE
RIGHT THING

[Read more...](#)

CREATING A
SUSTAINABLE
FUTURE

[Read more...](#)

SUCCESSING
TOGETHER

[Read more...](#)

EV2 Email outlining that current recruitment process does not consider values

From: Jane Sadler
Sent: 16 July 2019 19:01
To: [REDACTED]
Subject: Recruitment

Hello both,

I have been thinking about our conversation today regarding the poor calibre of staff that we have had in recent intakes. We have a tendency to still recruit based on skills or perceived skills and I think that in some instances this is our downfall. We have a set of values that outline the kind of people that we want to work for us, however this is not considered to any great extent in the recruitment process. Perhaps if we recruited more in line with our values we may get the kind of people that we want – if people have the right attitude, motivation and work ethos we can teach the skills! If we consider [REDACTED], he had not had any experience in manufacturing and we weren't sure whether to employ him but I think we would all agreed that we would love 60 [REDACTED]!

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246
jane@puffinproduce.com
puffinproduce.com | blasytir.com



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS
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EV3 Excerpt from application form showing reference to Company Values

Puffin Culture

At Puffin Produce Ltd we have three key values, these are '**Doing the right thing**', '**Succeeding together**' and '**Creating a sustainable future**'. Please give an example of when you have done something that falls into one of these three categories; for example when you have worked well as part of a team to get a job done.
(Continue on a separate sheet if required)

Do you have to give notice to a current employer?	Yes What notice period do you have?
	No When can you start work?
If successful would you continue to work in any other capacity outside Puffin Produce Ltd? Yes/No	

I confirm that to the best of my knowledge the above information is correct. I accept that providing deliberately false information could result in dismissal should my application be successful.

Signature of application:

Date:

Return completed form to Recruitment, Puffin Produce Ltd, Withybush, Haverfordwest. SA62 4BS or email jane@puffinproduce.com

EV4 Screenshot of link to Company Values from the Careers page of company website



info@puffinproduce.com 01437 766716



Home | About Us | Our Products | Blas y Tir | Careers at Puffin Produce | News | Contact Us |

Careers at Puffin Produce

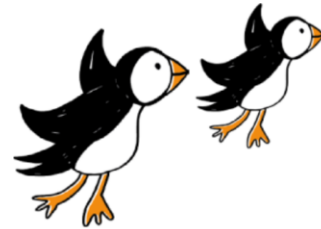
If you are hardworking, dedicated, and enjoy the challenge of being part of a growing business then we want to hear from you!

The ongoing development of our factory facilities will see Puffin Produce become the most modern pack house in the country within the coming years, as we aim to grow and expand the business further. We are always looking for new team members who are enthusiastic about the possibilities of being part of a growing business and look to support and develop our team members wherever possible.

All members of our team receive a thorough induction on commencement of their position and ongoing training and support to enable them to achieve their full potential. At Puffin Produce we also look to promote from within, providing an opportunity for career growth and development

for all members of our dedicated team.

We pride ourselves on providing a welcoming and inclusive environment at Puffin Produce and hold two annual events for all members of our team, as well as provide the opportunity for team members to be involved in the various corporate social responsibility events, sustainability and fundraising activities we undertake. As part of our values and behaviours we always look to recruit the best and invest in our people to learn and develop to maintain a balanced, happy and secure workplace.



Discover Our Team!

Every day of the year the Puffin team work together to bring you the highest quality Welsh produce possible. From the factory, to dispatch, to the accounts department, we work hard to ensure the highest levels of quality, service and value to our customers... and we enjoy doing it!



Find out about Our Values!

Here at Puffin Produce we take our responsibility to our people, our community

EV5 Email in May outlining the need for HR intervention relating to opening of new facility in July.

From: [REDACTED]
Sent: 04 May 2019 09:08
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Manpower and the new Facility

Hello Jane,

As you are aware the we are hoping to have the new facility up and running by mid July and there are a number of areas which will require some HR intervention/advise. Predominantly there will be a number of position that we no longer require and also some significant changes to roles due to the increased levels of IT processes. This is going to result in re-training and possibly moving some people around.

Perhaps we can put a date in the diary for next week and I can discuss my thoughts in detail as it would be useful to have your input.

Many thanks.

[REDACTED]
Head of Operations

nick
puffinproduce.com | blasytir.com



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EV6 Email showing succession planning in engineering team

Send

Cc

Subject

Apprenticeship adverts

Attached

 Engineering Apprentice.docx
173 KB

 Multi Skilled Engineering Apprentice - DRAFT JD.docx
18 KB

From: Jane Sadler

Sent: 25 September 2018 20:56

To: Brian

Subject: Apprenticeship adverts

Hello

I have put together an internal advert based on your thoughts – please see attached and feel free to comment/amend. I can amend the closing date if needs be so that the internal and external mirror each other.

I have also started on the external advert but there are a few things that I need to know from you or we can catch up to finalise. Could you also have a look through and see if you are happy that what I have written reflects needs.

Hopefully we will be able to recruit a couple of good apprentices who in time will become competent and form part of the key team so that we a planned succession of engineers when and retire.

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246
jane@puffinproduce.com
puffinproduce.com | blasytir.com



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Recruitment

Puffin Produce prides itself on providing sustainable employment for local people. We work with local schools and colleges to help us attract and retain staff. Wherever possible we train and develop staff from within the company.

Puffin Produce Ltd will advertise all positions internally as well as externally. The recruitment method will be detailed in the advert and internal applicants should inform their line manager of their intention to apply.

Candidates will be short listed and the interviewing processes will be conducted fairly, objectively and without any unlawful bias. The factors in person and job specifications will be limited to those requirements necessary for the effective performance of the position concerned.

	Puffin Produce Ltd HR Management System
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Younger workers and Child labour Policy

Foreword

Puffin Produce Ltd are aware of the ETI base code and as such apply the standards relating to child labour. This policy is for application across all areas of Puffin Produce Ltd and reflects any recent changes in legislation.

1. Scope

This policy provides guidance to all line management on the recruitment and engagement of child and younger workers to ensure that we are compliant with legislation and customer requirements.

2. Guidance

2.1 Child workers

Puffin Produce Ltd will not employ any workers below the minimum school leaving, except when on work experience. In this instance we will adhere to the guidance outlined in the 'Health and Safety of Young Persons' policy.

Should we discover a child under the age of 15 years employed in the facility that is not completing work experience we will:

- Immediately remove the child from the workplace
- Contact the family and return the child to them
- Advise local authority of situation to ensure that the child is returned to education.

We will ensure we adhere to the local law and customer requirements relating to any workers above the age of 15 years that are still in education to ensure that employment will not interfere with continued schooling. In addition we will adhere to our 'Health and Safety of Young Persons' policy.

We will ensure that younger workers will not work overtime, at night or part take in any hazardous tasks or activities.

Younger workers will not be employed in any positions that are identified unsuitable.

We will review our Younger workers and Child labour policy in line with changes local law and customer requirements and make changes where necessary.

2.2 Young workers

Recruitment of younger workers

We will ensure that younger workers are only considered for those jobs identified as suitable for younger workers.

We will ensure that proof of eligibility to work in the UK is gained and also that we have obtained and check proof of age. We will take copies, verify these copies and keep a record on file.

We will ensure that contracts for younger workers contain full details of job and hour restrictions and are signed by the workers parents/guardians.

We will ensure that we keep a current record of younger workers that includes name, employment start date, birth date, department and job role, and work restrictions.

3.Related documents

3.1 The following documents should be considered in conjunction with this policy:

- a) ETI Base Code
- b) Customer Ethical policies

3.2 Legislation and Guidance

- a) Working Time Regulations 1998
- b) Working Time (Amendment) Regulations 2003
- c) ACAS Guide to employing Younger workers

EV9 Excerpt from Handbook mentioning training

1.

As part of your induction, you will receive Health and Safety training and an overview of all our Company policies. **You will also receive basic instruction in the job requirements as well as food and personal hygiene training**

2.

Training and Development

Puffin Produce Ltd believes that its most valuable resource is its employees. The continued success of the organisation depends upon having highly motivated people with proper skills in the right job at the right time. We recognise the need to offer all employees a clear path of progression within the business. Therefore, job descriptions and personal objectives will be reviewed on a regular basis. The company training policy satisfies legislation.

Induction

Upon joining, each new member of the team receives an induction to the Company, its aims and goals, the individual's department and role, and how they contribute to the activities of our Company. We will also introduce you to your colleagues and try to ensure you settle in quickly. If at any time you have any queries or are unsure about any aspect of your work please ask us.

Ongoing Training

Once your induction training has been finished and you have settled in to your new role, you will be given opportunities to learn and develop existing and new skills.

External Training

It is recognised that some training needs cannot be addressed in a timely or effective way through any of the methods detailed above. In these cases training delivered by external providers may be the only choice. Advice on the most suitable training solution to address and identified need and recommended training will be sought by your line manager

Training

During the employment you must complete company induction training including Food Hygiene Training in addition to specific role related on-the job training which will be carried out during work hours. You may also be required to attend such training as First Aid, Fire Marshall training, Management training, Health and Safety training and any statutory training such as training in accordance with LOLER and PUWER Regulations. Details of other training that could be offered is held by the Training Supervisor. |

Doc Ref: HR1.11 DOC
Issue No.:5
Issue date: .1.04.2020

3

We may replace, amend or withdraw the Company's training at any time.

Executive Summary

This report has been prepared for the Senior Management team at Puffin Produce Ltd and provides a critical analysis of the current appraisal system within the Company.

Reliable secondary data sources were analysed in order to understand current thinking and trends surrounding performance management with primary data in the form of questionnaires and a focus group being undertaken within the business; details of which can be found within the body of the report and the appendices. Primary research on the whole mirrored the findings of the secondary research. It identified that the majority of appraisals were not being carried out and those that were, were seen in most cases as a tick box exercise, however evidence suggested that there was a desire for some form of performance management system to exist which included a rated score system. It was evident that the workforce required real-time, frequent feedback which few appear to be currently receiving and many staff reported a feeling of distrust and a lack of two way communication between themselves and their managers when discussing performance and development. An element of confusion was evident as to the purpose of the current appraisal system ie whether its purpose was administrative or developmental and additionally, there was no clear alignment between organisational goals and the performance review system ie individuals goals.

The report finds that the current system does not appear to be fit for purpose and is on the whole not effective.

Recommendations discussed include:

- Senior Managers should define a clear purpose for any appraisal system;
- Further research should be undertaken into the most suitable performance management system for Puffin Produce Ltd with consideration made to the inclusion of rated scoring, opportunities for frequent feedback and alignment with organisational goals;
- Managers should be provided with performance management training to include coaching and mentoring techniques in order to provide effective feedback, increase trust and create a development culture.
- Investigation should be undertaken into the possibility of utilising performance management software.

The report also identifies that the research and analysis does have limitations. The questionnaire response was carried out over a short period of time and the response rate was lower than hoped, as such the data collected should be viewed as indicative as opposed to conclusive. The questionnaire results could be open to a degree of subjectivity due to the format of the questions although it is difficult to assess the exact impact of this. Due to the number of managers involved in the focus group the evidence should only be viewed as indicative, it must be noted that due to the purposely unstructured nature of the focus group the information received was more difficult to analyse effectively.

EV12 Email evidencing managerial judgement when considering people planning

From: [REDACTED]
Sent: 23 October 2019 10:14
To: [REDACTED]
Cc: [REDACTED] Jane Sadler <Jane@puffinproduce.com>
Subject: [REDACTED] Trainee Line Leader

Hi Nick,

As per our discussion yesterday , looking at the number of line leaders we have at the moment I think we need some more and I am in line with yours and Jareks thinking, Linas and Paul would be a good choice. They have both been here for sometime, understand the business and have the right attitude. I would be happy to progress with starting to train them up ready to help out at Christmas.

Christmas is fairly similar year on year so two should be enough to cover it.

Regards

[REDACTED]

Sent from my iPhone

EV13 Email from Head of Ops to his team asking their opinion on his thoughts to manpower planning

From: [REDACTED]
Sent: 05 May 2020 13:43
To: [REDACTED]
Cc: Jane Sadler <Jane@puffinproduce.com>
Subject: Possible change to manpower plans after 1st June

Hello Both,

As you are probably aware, we are expecting the government to make an announcement on Sunday about the plans to ease the lockdown.

One of the likely measures is Contact tracing via the smart phone App. This might potentially mean it is more likely that we will have to send a group of people home at the same time for 14 days if someone displays symptoms.

In order to give us a degree of protection and allow us enough capacity to pack the volume, I think it will be prudent for us to maintain alate shift after the 1st June for a couple of months.

My initial thoughts:-

1. We keep 2 x line leaders on the late crew so we have cover for days if needed. I think this should be [REDACTED]?
2. [REDACTED] stays on lates.
3. We offer 2 month jobs to 3 x temps on days – maybe [REDACTED] and one other? ([REDACTED])
4. At the point when the restrictions are lifted further, we move to day shift only and [REDACTED] [REDACTED] move to days permanently.

Thoughts please?

Regards

[REDACTED]
Head of Operations

[REDACTED]
ni [REDACTED]
puffinproduce.com | blasytir.com



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EV14 Email outlining concerns regarding engineering team headcount, skills and aging workforce

From: [REDACTED]
Sent: 5 July 2018 09:13
To: Jane Sadler <Jane@puffinproduce.com>
Cc: [REDACTED]
Subject: Engineering Team

Hello Jane,

[REDACTED] has been to speak to me today in some depth about his concerns about the engineering team going forwards. His main concerns summarised:

1. The current team are made up predominantly of an aging workforce and there is talk amongst the team of a number of them retiring in the next couple of years
2. Looking forward to the new plant where preventative maintenance has to be a consideration he is concerned that we currently do not have sufficient engineers in the team to undertake this to the level that he thinks is necessary
3. The current engineers with the exception of maybe [REDACTED] are more mechanically bias and the new facility will require considerable knowledge of electrical and PLC systems – he is concerned about the skills gap here and although training may help he believes that some of the team may struggle with this aspect.

Perhaps we could catch up to discuss,

Regards

[REDACTED]
Head of Operations

[REDACTED]
puffinproduce.com | blasytir.com



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EV15 Spreadsheet showing average staff turnover at 3.6%

	A	B	C	D	E	F	G	H	I	J	K	L
1		Sickness	Authorised	Unauthorised	Compassionate	Total Days	Hours lost	Total hours worked	Hrs lost as % of hours worked			
107	2nd December - 8th December 19	27	1	3	0	31	248	5973	4.2			
108	9th December - 15th December 19	32	0	8.5	0	40.5	324	6613	4.9			
109	16th December - 22nd December 19	26	0	10	2	38	304	6942	4.4			
110	23rd December - 29th December 19	21	2	6	0	29	232	4280	5.4			
111	30th December - 5th January 2020	30	3	0	0	33	264	5608	4.7			
112	6th January - 12th January 2020	19	0	0	2	21	168	5825	2.9			
113	13th January - 19th January 2020	22	2	1	0	25	200	6134	3.3			
114	20th January - 26th January 2020	13	8	0.5	0	21.5	172	5877	2.9			
115	27th January - 2nd February 20	24	0	3	0	27	216	5941	3.6			
116	3rd February - 9th February 20	28	0	0	0	28	224	5952	3.8			
117	10th February - 16th February	22	0	4	0	26	208	5816	3.6			
118	17th February - 23rd February 20	24	9	1	0	34	272	5991	4.5			
119	24th February - 2nd March 20	20	2	0	0	22	176	6307	2.8			
120	3rd March - 8th March 20	17	2	3	0	22	176	5917	3.0			
121	9th March - 15th March 20	19	0	4	0	23	184	5965	3.1			
122	16th March - 22nd March 20	36	0	0	0	36	288	6739	4.3			
123	23rd March - 29th March 20	51	0	0	0	51	408	7055	5.8			
124	30th March - 5th April 20	45	1	0	0	46	368	7092	5.2			
125	6th April - 12th April 20	46	0	1	0	47	376	6764	5.6			
126	13th April - 19th April 20	24	0	5	0	29	232	6829	3.4			
127	20th April - 26th April 20	15	0	2.5	0	17.5	140	7005	2.0			
128	27th April - 3rd May 20	16	0	1	0	17	136	6671	2.0			
129	4th May - 10th May	7	1	2	0	10	80	5751	1.4			
130									3.6	Average staff absence		

EV16 Spreadsheet showing average length of service for management and admin staff

Employee Name	Work Start Date	Length of Service (Years)
	10/04/99	21.1
	18/05/09	11.0
	06/04/11	9.1
	01/01/12	8.4
	30/04/12	8.1
	05/12/12	7.5
	11/05/13	7.0
	12/08/13	6.8
	02/01/14	6.4
	02/01/14	6.4
	06/01/14	6.4
	06/05/14	6.0
	02/06/14	6.0
	30/06/14	5.9
	27/07/15	4.8
	03/08/15	4.8
	16/11/15	4.5
	26/06/17	2.9
	18/12/17	2.4
	03/04/18	2.1
	05/07/18	1.9
	10/09/18	1.7
	10/12/18	1.4
	17/12/18	1.4
	01/04/19	1.1
	24/06/19	0.9
	05/08/19	0.8
	21/06/11	8.9
	11/03/13	7.2
	06/04/13	7.1
	22/04/13	7.1
	24/06/13	6.9
	10/02/14	6.3
	12/02/14	6.3
	01/07/15	4.9
	13/03/19	1.2
		Average length of service
		5.47

EV17 Email to Finance Director regarding increasing managers notice period to three months

From: Jane Sadler <Jane@puffinproduce.com>

Sent: 19 June 2018 10:26

To: [REDACTED]

Subject: Extended Notice Periods

Hi [REDACTED],

As discussed yesterday the change of notice periods for managers from 1 to 3 months would constitute a contractual change so there is a process to follow. If we could perhaps meet with the managers initially to discuss our reasoning behind the change and try to get their agreement it would be the easiest way forwards. If they appear open to it I will write to them to gain written consent to the changes which will apply.

If we have anyone that doesn't agree or is unhappy then we can speak with them on a one to one basis.

Hopefully they will all be agreeable so we can avoid the rush of trying to recruit within a month again!

Regards

Jane

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246

jane@puffinproduce.com
puffinproduce.com | blasytir.com



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS
DOING THE RIGHT THING - CREATING A SUSTAINABLE FUTURE - SUCCEEDING TOGETHER

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EV18 Email from recruitment agency identifying non-use of their services for a period of time

From: [REDACTED]
Sent: 28 June 2019 16:21
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Concordia's 2019 Brochure and FAQ

Hi Jane,

Please find attached Concordia's brochure for 2019, and a handy Frequently Asked Questions (FAQ) document.

Inside, you'll see an outline of the service that Concordia offers, what makes us different, our commitment to you, our pricing for 2019 and finally, instructions on how to sign up for the season.

We're hoping that all of the information in the brochure and FAQ document will answer any questions that you may have, however, should you wish to speak to a member of the team, please either reply to this email, or call us on 01273 422293 (option 1).

I know that you haven't need to use our services for a while now but please feel free to register if you think that there will be a need in the future.

Regards

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

www.concordia.org.uk



EV19 Sample section of CV19 skills matrix

Dept	Position	Name	Grading/ Quality selection	Scada	Brighteye (general)	Forklift	ROPT	Packing	Stacking	Dispatch	Printing labels	IT issues/ Network	Packaging Acceptance/ Brighteye	Operation of Brighteye on the pack line	Checkweigher programs/ trouble shooting	Raw Mater Selecti
Herbert	FLT driver															
	FLT driver															
	Grading															
	Grading															
Washline	FLT driver															
	FLT driver															
	FLT driver															
Grading Hall	Celox op															
	MP															
	Grading/ Celox Op															
	Grading															
	Grading															
	Grading															
	Grading															
	Grading															

EV20 Excerpt from Competency Framework for a Line Operator

Line Operator		 DOING THE RIGHT THING							
Typical structure: Reports to Line Operator-Leader									
Card no.	Technical - department specific, able to:		Operative	Cellox Operator	Line QC	Line Operator	Supervisor	Planner	Supervisor
1		Document Ref							
2	Transit Packaging Policy	37.5 PROC	•	•		•	•	•	•
3	Correct use of Goods Lift		•	•		•	•	•	•
5	Packing End of Line	2.36 MS	•	•		•	•	•	•
6	Stacking		•	•		•	•	•	•
7	Film Handling		•	•		•	•	•	•
8	Changing Reels		•	•		•	•	•	•
9	Tray End Labelling		•	•		•	•	•	•
10	Knife Handling/Usage		•	•		•	•	•	•
11	Pallet Handling (toolbox talk)		•	•		•	•	•	•
12	Correct use of Pallet Gate		•	•		•	•	•	•
13	PPT		•	•		•	•	•	•
14	Manual Pallet Truck		•	•		•	•	•	•
15	Product Orientation	41.19 - 41.23 PROC	•	•		•	•	•	•
16	Grading		•	•		•	•	•	•
17	Cleaning Duties		•	•		•	•	•	•
18	Colour Coding of Utensils	28.21 PROC	•	•		•	•	•	•
19	Use of Waste conveyors (all lines and uplift belts)		•	•		•	•	•	•
20	Product Identification		•	•		•	•	•	•
21	Identification of Transit Packaging		•	•		•	•	•	•
22	Rota (How to read what is a team)		•	•		•	•	•	•
23	Placement of Packed Material (dispatch)		•	•		•	•	•	•
24	Troubleshooting/Anomalies		•	•		•	•	•	•
25	Packing on Loose Line (2) Baby and Bakers		•	•		•	•	•	•
26	Packing Sacks		•	•		•	•	•	•
27	Rip and Tip during Production and Overpacked Material		•	•		•	•	•	•
28	720 Operations		•	•		•	•	•	•
29	Redpack Wieghing		•	•		•	•	•	•
30	Redpack Cutting		•	•		•	•	•	•
31	Redpack Clothing/Glove Procedure		•	•		•	•	•	•
32	Housekeeping bin color coding/recycling		•	•		•	•	•	•
Ways of behaving - Generic									
34	Demonstrate Puffin Ways of Behaving		1			2	2	3	3
Management - Generic									
35	Communication skills					1	1	2	3
36	Training skills					1	1	2	3
37	Delegation skills					1	1	2	3
38	Planning skills						1	2	3
39	Decision making skills							1	2
40	Coaching skills								2
41	People admin								2
42	Interviewing skills								2
43	Managing performance skills								2
44	Influencing and negotiation skills								1
Housekeeping/Health and safety									
39	Operate Electric pump truck safely and effectively, within health and safety guidelines		•	•	•	•	•	•	•
40	Keep area clean and safe		•	•	•	•	•	•	•
41	Operate the Manual Pump truck safely and effectively within health and safety guidelines		•	•	•	•	•	•	•
42	Use the colour coded wheelie bin provided		•	•	•	•	•	•	•
43	Keep walkways clear of obstructions		•	•	•	•	•	•	•
44	Report and sort any hazards that you find		•	•	•	•	•	•	•

EV21 Job Advert on our closed Facebook Page

EE

21:54

37%

<



Puffin Produce Gro...

...



STAFF VACANCY

ARE YOU LOOKING FOR A JOB OPPORTUNITY WITHIN PUFFIN?

WE HAVE A MAINTENANCE PLANNER POSITION AVAILABLE.

FOR DETAILS AND HOW TO APPLY PLEASE SEE IMAGE BELOW 



**WE ARE RECRUITING FOR A
MAINTENANCE PLANNER**

Responsible for the final implementation and continuous development, improvement and maintenance of the site planned & preventative maintenance systems and all systems related to a computerised maintenance management system.

A knowledge of engineering/maintenance is desirable but not essential

Applicants must also have:

- Good IT skills
- Organised and methodical
- Good interpersonal skills

THIS IS A SALARIED POSITION

For further information please speak to Brian Sullivan – Engineering Manager or email him on brian.sullivan@puffinproduce.com

Please apply in writing explaining why you think you would be a suitable candidate to: jane@puffinproduce.com. The closing date is 26th May 2020

PUFFIN PRODUCE Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire SA624BS

Seen by 28













EV22 Spreadsheet showing training spend in previous 12 months

Trans. Date	PN	Reference	Narrative	Debit
20/03/2019	10	EXP	PI / CA182	£216.00
22/03/2019	10	30320	PI / RT090	£125.85
28/03/2019	11	PP18-027	PI / EN020	£1,875.00
01/04/2019	10	010419	PI / HA130	£2,181.33
11/04/2019	11	7708	PI / CA120	£588.00
11/04/2019	11	51782	PI / PR155	£250.00
18/04/2019	11	24274	PI / SL050 - Deposit for training room hire	£93.75
18/04/2019	11	123594	PI / SL050 Slebech Room Hire	£270.00
30/04/2019	11	N0105120	PI / RT090	£30.30
07/05/2019	13	PO MAY 19	QA DAY	£304.56
31/05/2019	12	N0106442	PI / RT090	£70.70
07/06/2019	13	EXP	PI / CA182	£70.23
10/06/2019	13	INV-0035	PI / SU142 DISCIPLINARY TRAINING	£873.20
15/07/2019	1	190800	PI / SH090	£450.00
19/08/2019	3	SINV19_076583	PI / KA160	£2,006.66
11/09/2019	3	1064014	PI / FI181 - MICROSOFT MTA NETWORKING	£2,525.00
16/09/2019	3	EXP	PI / CA182 - ACCA DEC 19 EXAMS	£240.00
14/10/2019	4	201047608	PI / SA031	£178.50
16/10/2019	4	S0111857	PI / RT090	£12.00
31/10/2019	5	A0112090	PI / RT090	£190.00
05/11/2019	5	MTBB7AADC	PI / NE234	£355.00
27/11/2019	6	MTBB7AAE9	PI / NE234	£335.00
08/12/2019	8	NW DEC 19	FOOD SAFETY COURSE	£15.00
10/12/2019	6		PI / CA182 Carew Exam Costs	£76.89
10/12/2019	6		PI / ST012 Zoe BRC Auditor Course	£116.10
16/12/2019	7	10704	PI / ME140 Comm.Skills Course MT&NW	£400.00
19/12/2019	7	EXPENSES	PI / CA182 - ACCA Student Subscription	£112.00
23/12/2019	7	1065300	PI / FI181 IT SECURITY	£5,050.00
07/01/2020	8	PP19-016	PI / SU142	£2,250.00
07/01/2020	8	PO JAN 20	HYGIENE TRAINING MEZ	£20.00
08/01/2020	9	LP619376	PI / LE012	£2,395.00
17/01/2020	8	A0114043	PI / RT090	£865.00
20/01/2020	8	MTBBE6146	PI / NE234	£375.00
27/01/2020	8	MTBBE6153	PI / NE234	£365.00
10/02/2020	9	SINV20_018589	PI / KA160 - JC ACCA training	£1,155.00
14/02/2020	9	EXP	PI / CA182 ACCA ETHICS & PROF MODULE	£78.00
Management training				£26,514.07
07/03/2019	10	2012-1460	PI / PE137	£180.00
11/09/2019	3	12958	PI / PR153	£360.00
11/09/2019	3	12953	PI / PR153	£360.00
26/09/2019	4	SI62198	PI / PE138	£300.00
02/10/2019	4	SI62277	PI / PE138	£300.00
30/10/2019	5	13098	PI / PR153	£240.00
Direct labour training				£1,740.00
Total spend				£28,254.07

EV23 Email from Pembrokeshire College evidencing my involvement in the development of new apprenticeship scheme.

From: [REDACTED]@pembrokeshire.ac.uk>

Sent: 17 January 2020 13:36

To: Jane Sadler <Jane@puffinproduce.com>;

Subject: Engineering Event 25th Feb

Hi Jane

We are currently developing a more flexible delivery to attract companies based in mid and south Wales. I would like to invite you to talk about your experience with the programme as you have helped to develop it and also recruited two apprentices, maybe bring an apprentice??

Date: Tuesday 25th February

Venue: Pembrokeshire College, Haverfordwest, SA61 1SZ

Time: 10.30AM – 2PM.

Itinerary:

- 10:30AM: Coffee and Welcome: [REDACTED], Assistant Principal.
- 11:00AM: Overview of blended qualification, [REDACTED], Head of Engineering Faculty.
- Local industry case studies (first cohort).
- 12:30PM: Tour of engineering facilities.
- 1PM: Lunch.

[REDACTED]

Curriculum Project Manager | Rheolwr Prosiect Cwricwlwm

Pembrokeshire College | Coleg Sir Benfro

[REDACTED]

[REDACTED]

Mae'r e-bost hwn ac unrhyw ffeiliau atodedig yn gyfrinachol ac at sylw'r unigolyn neu'r sefydliad a enwir uchod. Bydd unrhyw farn neu sylwadau a fynegir yn perthyn i'r awdur yn unig ac ni chynrychiolant o anghenraid farn Coleg Sir Benfro. Os ydych chi wedi derbyn yr e-bost hwn ar gam, rhowch sylw i'r gweinyddwr ar y cyfeiriad canlynol: postmaster@pembrokeshire.ac.uk

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

Cysidrwch yr amgylchedd - a oes wir angen argraffu'r e-bost hwn?

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We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Please consider the environment - do you really need to print this email?

EV24 Email to Head of Ops outlining that we should consider external recruitment for Leader roles.

From: Jane Sadler <Jane@puffinproduce.com>

Sent: 15 February 2019 14:27

To: [REDACTED]

Subject: Internal recruitment

Hi [REDACTED]

As you know I have placed the internal advert for Line Leader and have had a couple of applications although in am not sure that they are the right people for the job and they are not the people that hoped might apply. I know historically we have always recruited internally for this role as it is easier to have a general knowledge before becoming a Line Leader, however I do think that now the position is salaried we could be missing out on some possible external candidates. Granted they will need to learn everything which will involve more training on our part but if we can get the right person, with the right attitude we can teach them what they need to know.

Thoughts?

Regards

Jane

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246

jane@puffinproduce.com
puffinproduce.com | blasytir.com



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EV25 Forklift Driver skills matrix showing departmental cross working

Forklift skills matrix					
First Name	Last Name	Yard	Grading	Washroom	General

EV26 Email from Head of Ops outlining the decision not to follow a redundancy route.

From: [REDACTED]
Sent: 09 May 2019 09:04
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Manpower meeting

Hi Jane,

Ahead of our meeting next week I have discussed with [REDACTED] and [REDACTED] about possible redundancies in the operative roles and they have said that this is not something that they wish to consider. Their decision is that we carry the cost of the excess manpower for the next couple of months by which time we will probably have lost a few people through other means.

Regards

[REDACTED]
Head of Operations

[REDACTED]
puffinproduce.com | blasytir.com



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EV27 Screenshot of Christmas vacancy displayed on GOV.uk showing temporary contract.

The screenshot shows a web browser window displaying a job vacancy on the GOV.UK website. The URL in the address bar is findajob.dwp.gov.uk/employer/companies/31202/postedadverts/1272083/view. The page lists the following details:

Submitted on:	2019-10-30T16:42:01 Europe/London
Posting date:	2019-10-30T16:42:01 Europe/London
Closing date:	13/11/2019
Posted by:	jane@puffinproduce.com
Advert ID:	3293615
Your reference:	CHRISTMAS2019
Salary:	Not specified
Hours:	Full-time
Location:	Haverfordwest, Pembrokeshire
Job type:	Temporary
Status:	Deleted
Reason for deletion:	Advert expired

Two orange arrows originate from the left side of the image. One arrow points to the 'Your reference:' field, which contains the text 'CHRISTMAS2019'. The other arrow points to the 'Job type:' field, which contains the text 'Temporary'.

EV28 Email from Careers Wales showing my involvement with Employability Week in local school.

From: [REDACTED] >
Sent: 06 May 2020 12:00
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Haverfordwest High - Employability Week July 2020

Hello Jane,

I hope that you are keeping well.

I know that this may seem a strange request but Haverfordwest High school are hoping to organise an Employability Week (w/c 6th July 2020) for their year 10 pupils again.

Your talk was very successful last year and so [REDACTED] (school co-ordinator) is hoping that you might support again this year but in a virtual way.

[REDACTED] is organising a programme of teacher delivery/videos/webinars and "Live Stream" workshops for the pupils and so she has asked if I can find employers that would be happy to deliver virtual workshops.

This could be delivered through Team Viewer (Live) to all the pupils (either in school or directly to their homes, to be finalised by school).

We would be aiming for a similar workshop to the one you delivered in the classroom obviously tweaked to accommodate the virtual delivery but certainly on the same lines.

The aim of the week is to provide the pupils with information on a variety of job roles, employability skills, training information etc.

I would be grateful if you would confirm if you are willing to support Haverfordwest high school this year and I will organise a Video conference for us to discuss this further.

I look forward to hearing from you.

Regards

[REDACTED]

Cynghorydd Cyswilt Busnes | Business Engagement Adviser

Gyrfa Cymru | Careers Wales

Dod ag ysgolion a chyflogwyr at eu gilydd, gyda'r nod o hysbysu, ysbrydoli ac ysgogi pobl ifanc am eu cyfleoedd gyrfa.

Bringing together schools and businesses, with the aim of informing, inspiring and motivating young people about their career opportunities.



EV29 Email from my Line Manager outlining my responsibilities related to the recruitment and onboarding of staff during CV19

From: [REDACTED]
Date: 18 March 2020 at 19:02:00 GMT
To: Jane Sadler <Jane@puffinproduce.com>
Cc: [REDACTED]
Subject: Additional people

Hi Jane,

Just to confirm our conversation earlier, at the moment it looks like we will require the following over the next couple of weeks, although I will keep you in the loop should this change. Thanks for agreeing to take care of the whole process, it is a great help for the guys in the factory who would normally do the recruitment. Same as usual if you can manage all of the processes like induction, uniform etc basically what we need to get these people in asap! 😊

2 x Forklift drivers to replace [REDACTED] and [REDACTED]

4 x Grading team for the washroom on late shift

20 x Production people to increase HC, release new line leaders for training and a bit of spare capacity

1 x Forklift driver for box cleaning and repair

3 x Box repair people

All short term contracts with the option for extension.

Any questions let me know.

Many thanks

[REDACTED]

EV30 Email to Marketing Manager requesting job advert to be placed on the Company Facebook page

From: Jane Sadler

Sent: 18 March 2020 16:45

To: [REDACTED]

Subject: Facebook post

Hi [REDACTED],

Can you put this up on PP FB page asap please. – thanks 😊

If you can make it look a bit pretty that would be fab!!

*******Urgent – STAFF NEEDED*******

Due to an increase in orders we are looking for staff immediately to join our production teams.

Shifts times are 06.30am -3.30pm and 3.30pm – 03.00am (approx.)

The work is fast pace and manual and applicants will be standing for long periods of time.

Current length of contract is 2 weeks although this may be extended.

If you are available immediately please email jane@puffinproduce.com with your contact number and a CV.

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246

jane@puffinproduce.com
puffinproduce.com | blastytir.com



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EV31 Email to H&S Manager thanking him for agreeing to assist with induction

From: Jane Sadler

Sent: 23 March 2020 10:09

To: [REDACTED]

Subject: Induction

Hello [REDACTED]

Just wanted to follow up with an email to say thank you for agreeing to help [REDACTED] with inductions while I am WFH. He knows what he is doing but if you could just help out with the H&S bit it would be a great help to him. [REDACTED] is taking care of uniform and paperwork so you don't need to worry about that.

Thanks again!

Regards

Jane

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246
jane@puffinproduce.com
puffinproduce.com | blastytir.com



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EV32 Email evidencing collaborative working to create a new CV19 focused induction presentation.

From: Jane Sadler

Sent: 20 March 2020 16:22

To: [REDACTED]

Subject: Induction presentation

Hi both,

Following our discussions earlier about streamlining the induction and the inclusion of CV19 information I have put a Powerpoint slide together (see link) Let me know your thoughts. If you are both happy I will forward it to G to use and also send it to all candidates before they arrive onsite.

<Q:\Shared\HR Public\Induction presentations\CV19 inductions.pptx>

Thanks,

Jane

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246

jane@puffinproduce.com
puffinproduce.com | blasytir.com



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EV33 Email trail asking Receptionist to help with induction process and her acceptance of duties

From: Jane Sadler <Jane@puffinproduce.com>

Sent: 18 March 2020 08:07

To: [REDACTED]

Subject: Re: PPE

Thanks, you are a star!!

Sent from my iPhone

> On 18 Mar 2020, at 07:57, [REDACTED] wrote:

>

> Hi Jane

>

> That is fine - no problem at all. We've got quite a lot of PPE but I'll go down and check and place a top up order anyway.

>

> I'll ask that extra boots caps and hi vis are bought in ASAP.

>

> Regards,

>

> Sent from my iPhone

>

>> On 18 Mar 2020, at 06:12, Jane Sadler <Jane@puffinproduce.com> wrote:

>>

>> Hi [REDACTED]

>>

>> Sorry to email so early, hopefully your email alerts are off! As you know we are going to be recruiting around 30 temp staff over the next couple of weeks so can you please ensure that we have plenty of PPE in stock. We are not issuing out full uniform so just hats, boots and hi vis please.

>

>>I know this is not normally down to you but I was wondering if you would be able to help out with inductions by printing out all of the necessary paperwork for Gareth. I have set up a folder in the >HR Shared - Induction documents. Everything is in there, just one copy of each per person with the >exception of the contract and job description which needs two copies printed. If I could be even >more cheeky, when all of the paperwork has been completed could you then scan it to me (like you >have done before) so that I can then upload details onto payroll.

>

>Let me know if you are able to help.

>>

>> Thanks 😊

>>

>> Sent from my iPhone

EV34 Email to our Employment Law consultants requesting a template zero hour contract

From: Jane Sadler

Sent: 20 March 2020 12:12

To: [REDACTED]

Subject: Zero Hours contract

Hi both,

I hope you are both well. I am wondering if you could help please.

We have had to take on an additional 30 staff on zero hour contracts although they will probably be working 40+ hours at the moment we can't guarantee it. In addition to this the length of contract is uncertain – they have all accepted employment based on the understanding that they are only employed until our order dropped and we do not know when this will be.

I was wondering if you have a contract template that you can send over to me as I don't have time to research it and pull one together myself at the moment!

Thanks,

Jane

Jane Sadler
HR Manager

dd: 01437 772772
t: 01437 766716
m: 07713 567246

jane@puffinproduce.com
puffinproduce.com | blasytir.com



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EV35 Email to Training supervisor and H&S Manager asking if they were available to deliver an induction

From: Jane Sadler

Sent: 27 March 2020 09:50

To: [REDACTED]

Subject: Induction Monday

Hi both,

Can you do an induction Monday at 1500 so that people can start the late shift please?

Regards

Jane

Jane Sadler
HR Manager

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m: 07713 567246

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EV36 Email updating Training supervisor of new starters.

From: Jane Sadler

Sent: 26 March 2020 16:48

To: [REDACTED]

Subject: Induction tomorrow

Hi [REDACTED]

Please find attached the induction list for tomorrow. I have sent them their shifts and told them when to start so they should have all this info.

I have also sent them a copy of the induction doc to read.

Friday 27 0900	Dept	DT number	Friday 27 1130	Dept	DT number
[REDACTED]	Production Team D	499	[REDACTED]	Production Team A	502
[REDACTED]	Production Team D	500	[REDACTED]	Production Team D	503
[REDACTED]	Box Yard	not req	[REDACTED]	Production Team E	504
[REDACTED]	Washers	501	[REDACTED]	Production Team E	505

Give me a shout if you need anything – I will ask Charl to do the paperwork for you and get it ready. She can also scan them to me when you're done.

Thanks,

Jane

Jane Sadler
HR Manager

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EV37 Email asking for shift pattern and head count requirement per team

From: Jane Sadler <Jane@puffinproduce.com>

Sent: 20 March 2020 21:32

To: [REDACTED]

Subject: Re: Production teams and headcount

Hi [REDACTED]

Can you send me a document with the shift pattern and requirements per team to help me allocate staff correctly and advise them of their shift prior to their start date.

Thanks

Jane

Sent from my iPhone

EV38 Email advising that I had achieve the target recruitment and showing thanks from my line manager

From: [REDACTED]
Sent: 27 March 2020 12:05
To: [REDACTED]
Cc: [REDACTED]
Subject: Recruitment Update

Hi Jane,

That is great, well done! I know the guys in the factory really appreciate it.

Sounds like it all went smoothly and everyone knew what was going on even though you weren't onsite – good effort!

Thanks

[REDACTED]

Sent from my iphone

From: Jane Sadler
Sent: 27 March 2020 11:54
To: [REDACTED]
Cc: [REDACTED]
Subject: Recruitment update

Hi [REDACTED],

Well after a manic fortnight we are now where we need to be with staff with a few extra. The last person is starting on the 30th – 30 people in 14 days, that has to be a record! (one I don't want to try and beat 😊)

To be fair we have a lot of really good people and it is a shame that they will probably leave once this situation is over even if we did have jobs for them! [REDACTED] have done a great job with inductions and making sure everything was covered and paperwork completed so big thanks to them too!

Let me know if we need any more people as a have a couple on 'standby' if needed.

Regards

Jane

EV39 Email from Head of Operations reporting on calibre of staff recruited and acknowledging level of communication

From: [REDACTED]
Sent: 27 March 2020 14:34
To: [REDACTED]
Cc: [REDACTED]
Subject: Recruitment Update

Hi Jane,

Brilliant! Thanks for your hard work, I agree the calibre of people has been excellent and they have hit the ground running despite the pretty quick introduction to the Company. I'll see if I can tempt any to stay! Thanks for the update and comms that have been sent throughout – really helpful!

[REDACTED]

[REDACTED]
Head of Operations

puffinproduce.com | blasylr.com



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From: Jane Sadler
Sent: 27 March 2020 11:54
To: [REDACTED]
Cc: [REDACTED]
Subject: Recruitment update

Hi [REDACTED],

Well after a manic fortnight we are now where we need to be with staff with a few extra. The last person is starting on the 30th – 30 people in 14 days, that has to be a record! (one I don't want to try and beat 😊)

To be fair we have a lot of really good people and it is a shame that they will probably leave once this situation is over even if we did have jobs for them! [REDACTED] have done a

great job with inductions and making sure everything was covered and paperwork completed so big thanks to them too!

Let me know if we need any more people as a have a couple on 'standby' if needed.

Regards

Jane

Jane Sadler
HR Manager

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EV40 Email to update Production team on new starters

From: Jane Sadler

Sent: 18 March 2020 16:58

To: [REDACTED]

Cc: [REDACTED]
[REDACTED]

Subject: New starters

Hi all,

I have managed to get 12 new starters, please find spreadsheet attached with start days/times and induction days/times.

I have a few people that have said that can start next week so will update the spreadsheet and advise all concerned of names/induction and shift times in due course.

[REDACTED], can you put them on DT for me sometime before 8am tomorrow. [REDACTED] thanks for making yourself available at 7am tomorrow for induction. [REDACTED] is aware and will have paperwork/uniform ready.

Regards

Jane

Jane Sadler
HR Manager

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EV41 Email to new starters with joining information

From: Jane Sadler

Sent: 26 March 2020 15:20

To: [REDACTED]

Subject: Puffin Produce Ltd - Receipt confirmation required please

Hello [REDACTED],

It was lovely to speak to you today – first and foremost a big thank you for coming to help us to feed the nation!

Could you come in for an induction tomorrow at 11.30am it will be for approx. 1.5 hours. Please park in visitor parking and enter via the pedestrian gate and head for reception and ask for [REDACTED]. Our address is Withybush Industrial Estate, Haverfordwest. SA62 4BS – we are right next to Withybush Woods!!

What to bring:

Passport or ID (if you cannot take a picture and send it ahead of tomorrow)

Bank details

NI number

I have attached a PDF induction doc – Can you please read through this before you arrive tomorrow. It is a bit long but covers the basics that we need to do. Would you please confirm that you have read and understood the induction PDF and have received this email.

I will have print outs of all the documents that I need you to complete, but could you please send me if possible, a photo of your passport or birth certificate. If you are sending your birth certificate can you also please send through a photo of a document showing your NI number ie Old payslip/P45

I have attached a copy of the Rota. You will be on Team A so will start full shifts next Monday at 06.30am

If you have any questions please do not hesitate to get in touch.

Regards

Jane