

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Improving Organisational Performance

Portfolio of Evidence

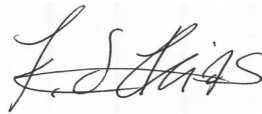
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Student Name: Francesca Deias

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: 21 September 2020

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Introduction

The following information was produced in order to evidence my understanding of Contributing to Improving Organisational Performance at Ecigarette Direct. This ties in with the Contributing to Improving Organisational Performance unit of the CIPD level 5 award. I will explore and evidence my contribution to: the delivery of performance management activities within my organisation; the support line managers to deliver performance management activities and finally assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

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.

I already knew the ins and outs of the performance management (PM) systems at ECD as I was, from the start, heavily involved in its administration on our internal HR system. To tie in my knowledge of internal PM processes and 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
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Template for Customer Advisor Job Advertisement</i>	EV1		
5AIOP	Contributing to Improving Organisational Performance	1.1	<i>Extract of Induction 'Journey Planner'</i>	EV2		
5AIOP	Contributing to Improving Organisational Performance	1.1	<i>Job description for a Retail Customer Advisor</i>	EV3		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2, 1.3	<i>Screenshot of the Induction Classroom</i>	EV4		
5AIOP	Contributing to Improving Organisational Performance	1.1	<i>Screenshot of the Product Zone Classroom</i>	EV5		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Extract of Retail Induction Welcome Day presentation</i>	EV6		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>ECD Our Core Values and Mission Statement</i>	EV7		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Extract of ECD Equal Opportunities Policy</i>	EV8		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Extract of ECD Anti-harassment and Bullying Policy</i>	EV9		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Extract of ECD Attendance Policy (New Style)</i>	EV10		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Extract of ECD Disciplinary Rules</i>	EV11		

5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Extract of ECD Capability Procedure</i>	EV12		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Extract of ECD Performance Improvement Plan (PIP) Template</i>	EV13		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Extract of ECD Supervision, Appraisal and Development Policy</i>	EV14		
5AIOP	Contributing to Improving Organisational Performance	1.1	<i>Screenshot of my own PeopleHR Performance Category</i>	EV15		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2	<i>Screenshot of my own PeopleHR Performance Review Goals</i>	EV16		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Extract of ECD Retail Competencies</i>	EV17		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Communication with employee re end of probation and performance</i>	EV18		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Screenshot of my Trello Tasks</i>	EV19		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Communication email to Manager re: End of Probations</i>	EV20		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	<i>Communication email to Managers re: Benefits and End of Probations</i>	EV21		
5AIOP	Contributing to Improving Organisational Performance	1.2	<i>Screenshot of FSB Advice Line Webpage</i>	EV22		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.2, 2.2	<i>Extract of the Line Manager A-Z available on the company intranet</i>	EV23		
5AIOP	Contributing to Improving Organisational Performance	2.3	<i>Collaboration with Manager to Develop Product Zone</i>	EV24		

5AIOP	Contributing to Improving Organisational Performance	2.1, 2.3	<i>Extract of my Goals</i>	EV25		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.1, 2.3	<i>Thanks Badge Feedback from Area Manager</i>	EV26		
5AIOP	Contributing to Improving Organisational Performance	2.2	<i>Probation Extension Letter Template</i>	EV27		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.2, 2.3	<i>Probation Extension Letter Drafted for Manager</i>	EV28		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.2, 2.3	<i>Extract of Employee PIP Drafted in Collaboration with Manager</i>	EV29		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.2, 2.3	<i>Email from Manager asking for system support</i>	EV30		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.2, 2.3	<i>Email from Manager confirming employee performance requirements were met</i>	EV31		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.2, 2.3	<i>Performance Concerns Record Template</i>	EV32		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.2, 2.3	<i>Letter of Concern Drafted for Manager</i>	EV33		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.3, 3.1	<i>Extract of Manager Performance Survey Responses</i>	EV34		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3, 2.1, 2.2, 2.3	Google Calendar invite to managers to attend PHR Training	EV35		
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3, 2.1, 2.2,	<i>Extract of PeopleHR Line Manager Performance Guide</i>	EV36		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.3, 3.1, 3.3	<i>Customer Advisor Probations Data Report</i>	EV37		
5AIOP	Contributing to Improving Organisational Performance	3.1	<i>Mystery Shop Feedback</i>	EV38		

5AIOP	Contributing to Improving Organisational Performance	3.1, 3.2	<i>Screenshot of Feefo Website</i>	EV39		
5AIOP	Contributing to Improving Organisational Performance	3.1, 3.2	<i>Screenshot of Feefo Customer Reviews</i>	EV40		

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:	<i>FS Deias</i>	Date:	21 September 2020
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LO1- Be able to contribute to the delivery of performance management activities within the organisation.

At Ecigarette Direct (ECD) we aim to set performance expectations right at the very beginning, during our recruitment process. Our job advertisements (EV1) give a brief overview of performance expectations and requirements.

Our induction programme also explicitly sets out performance expectations/requirements based on job role through a journey planner (EV2) and job description (EV3). I helped to develop this version of the journey planner (EV2) as the previous version was outdated and in a spreadsheet format which was not user friendly. This document helps new starters and managers to keep on track on performance and helps to identify training and development needs. Acas (no date a) believes that managing performance is central to the relationship between managers and employees and is a key factor in preserving a productive workplace.

We have also recently implemented Google Classroom to use for new starter induction training and retail and customer service product knowledge development. I have solely built the 'Induction Classroom' (EV4) which ties in with the journey planner. In this classroom new starters can manage training at their own pace using different formats, as per their learning styles. This is supported by Armstrong and Taylor (2020, p.383) who believe organisations should provide customised learning that allows staff to engage and adapt their learning in order to achieve their goals. This system also enables management to set objectives through assignments, track progress and measure outcomes. This ties in with Acas' (no date a) stance that for performance management (PM) to be effective performance needs to be monitored and skills developed and for employees to have the opportunity to express themselves. This also makes it easy for new starters to know what is expected of them. Self and continuous development of product knowledge is essential in our retail and web teams in order to provide exceptional customer service and stand out from competitors. For existing retail employees self managed learning is also an important part of their role.

We recently developed the Product Zone (EV5) Google Classroom. The Product Zone enables staff to dip in and out to access information on new (and old) products, user guides and troubleshooting guides and other information on vaping. Managers can set assignments to relevant staff to test knowledge and highlight areas for improvement, whilst making it fun and engaging.

It is my responsibility to deliver the new starters welcome day and set up their induction programme in collaboration with line managers. We endeavour to create induction programmes that are tailored to the individual (Marchington, 2012a, p. 229). On their 'welcome day' I cover a variety of essential topics (EV6 & EV2) including Values & Culture and other performance and behaviour related expectations. Having a strong induction programme can benefit both employers and employees and can reduce turnover and absenteeism, and increase employee commitment and job satisfaction (CIPD, 2019a).

PM is about establishing a culture where employees take responsibility for the continuous improvement of the business and their own skills, behaviours and performance (CIPD, 2019c). This is promoted through our strong company brand, values and culture, through our mission statement and values policy (EV7) which is available in the company handbook. Our values are also promoted to all staff on their welcome day and throughout the year through performance reviews and one to one feedback.

At ECD we have an web-based HR software system called PeopleHR (PHR) which helps managers by recommending actions based on HR best practice and helps tackle HR admin for their teams. PHR holds all staff records and also helps to track and monitor absence, punctuality, training modules and performance (EV15). All new starters are on a three month probationary period during which performance and conduct is monitored and appraised. The probationary period can be extended at the Company's discretion if required. During this period the line manager conducts a mid-term review after 6 weeks and an end of probation

review at the end of the three month period. These performance reviews are set up so the employee appraises their performance as well as their manager. Managers conduct and record the performance reviews and also set performance goals on PHR (EV16). The CIPD states that “performance reviews are a process by which managers assess workers’ performance and discuss this with them” (CIPD, 2019b). Managers are encouraged to set SMART goals, these are agreed with the employee during the performance review meeting. Guidance from Acas (2018) is that employees should be involved in setting their objectives in order to understand them. Managers set timescales for goals to be met and also reviewed. Performance should also be assessed in order to make targets effective. This approach is supported by Acas (no date b) who state that employees should be set challenging performance measurements through setting objectives.

Important legislative information set out in the Equality Act 2010 aims to promote and protect everyone’s right to equal opportunities in the workplace (Equal Opportunities Commission, 2020). At ECD this is set out in our Equal Opportunities Policy (EV8) to ensure equality of opportunity for all staff and job applicants (Ecigarette Direct, 2017a). Our Anti-harassment and Bullying Policy (EV9) is in place to ensure that all staff are treated and treat others with dignity and respect, and it also defines types of behaviour that we deem unacceptable. Bullying and harassment is unlawful under the Equality Act 2010 (Gov.uk, no date).

Armstrong and Taylor (2020, p.432) observe that performance is also behaviour or actions. As well as during the new starter welcome days, company expectations of behaviours are outlined and are recorded in the company handbook outlined as policies. Policies such as Attendance (EV10) and Disciplinary Rules (EV11) explicitly outline expectations from a behavioural perspective and are in line with the ACAS Code of Practice on Disciplinary and Grievance Procedures (Acas, 2015).

The ECD Capability Procedure (EV12) provides a framework within which managers can work with employees to maintain satisfactory performance standards and to encourage improvement where necessary (Ecigarette Direct, 2017b). The policy advises that performance issues should first be dealt with informally between line manager and employee as part of their day-to-day management with the recording of any informal discussions on PHR. The formal procedure should only be used for more serious cases, or where previous informal discussion(s) have not resulted in improvement (ECD, 2017b). If a manager feels that a member of staff is underperforming to the extent that the formal Capability Procedure needs to be implemented then they are required to contact the HR team first. Other resources that can be implemented included Personal Improvement Plans (EV13).

ECD’s Supervision, Appraisal and Development Policy (EV14) outlines the procedures relating to the learning and development of all colleagues, including supervision and appraisal methods and training and development policies (Ecigarette Direct, 2017c). Information included covers; regular/informal review meetings; formal performance reviews; induction; probation and mystery shopping reports. All company policies are highlighted by myself during new starter welcome days as well as on an ad hoc basis, where required.

The ECD Retail Competencies (EV17) were developed with line managers to agree what competencies retail staff should achieve in order to be successful in their role. Essentially it is a competency framework which helps retail managers to identify when an employee is under or overachieving in order to support their training and development. Taylor (2016, p.207) outlines that competency frameworks assess past, present and future performance to evaluate whether an employee is meeting or exceeding requirements of the role. Competencies are effective for establishing areas for improvement and providing a basis for feedback (Marchington, 2012, p.233).

I often am approached by employees and managers with performance related queries. Earlier this year a retail employee contacted me with concerns about her probationary period and subsequent extension. I responded in writing in a timely fashion to respond to her concerns (EV18). This example also provides evidence of monitoring performance.

In order to keep track on new starter probations I have set up a Trello Board (EV19). This helps me organise tasks with deadlines to ensure managers are on track with their performance reviews and to check in to see if employees are on track to pass their probation. I also send reminders to managers (EV20) and other ad hoc communications related to performance related activities (EV21).

For complex cases of performance related issues, that may cause a business risk, we sometimes consult the Federation of Small Businesses (FSB) (EV22) who offer us legal advice as required.

LO2- Be able to support line managers to deliver performance management activities within the organisation.

Line managers have access to the Line manager A-Z (EV23) on the company intranet where there is a wealth of information and guidance on performance related issues. If a manager still needs support they are able to contact the HR team for advice and support.

The PeopleHR (PHR) system helps managers monitor, record and organise performance management (PM) tasks from an administrative perspective. It can also send alerts and reminders when tasks are due or overdue. Feedback has been that the system is user friendly but managers have told me that they sometimes get bogged down in alerts as they are not customisable. This unfortunately is a system limitation that is beyond our control. However I have taken the time to feed this back to PHR for future development.

The development of the Induction Classroom (EV3) and Product Zone (EV4) on Google Classroom helps managers to monitor and develop staff training and performance easier. The system is user friendly and it will reduce admin time as everything will be in one place and it is integrated with our existing Google systems. HR and managers will be able to see what performance objectives are outstanding or need intervention with their staff. The system is also customisable to the learner, ie. a manager can assign specific assignments to specific employees in order to work on an objective. This could potentially help to highlight overachievers and assist them with career progression (Marchington, 2012a, p.245). In order to build the Product Zone I worked closely with our Product Manager and a Retail Store Manager to develop the content (EV24). This Google Classroom system has only recently been launched so in a couple of months I will approach managers for feedback in order to improve the system.

As the main recruiter for all retail and customer service roles I have a substantial influence over the quality and type of skills new employees possess. In order to better understand what the retail areas managers were looking for in their teams, I took the time to sit in on interviews with them and have conversations about what they looked for in successful candidates (EV25). I used and applied this information to adapt my recruitment process and the subsequent feedback from managers about the quality of candidates they were receiving was very positive (EV26).

I have worked with many managers to support them in the provision of PM for their teams. One example was with a line manager who was having performance issues with a member of staff during their probationary period. The manager wished to extend probation as they were not meeting the performance requirements needed. I drafted them an Probation Extension letter (EV27) based on the issues raised during our conversation and sent it to the manager to edit as required and we then agreed on a final version (EV28) for him to send to the employee. We also agreed to implement a Performance Improvement Plan (PIP) (EV29) to give the employee a framework to work to in order to pass their probation. Implementing a PIP helps to identify root causes of poor performance and documents clear expectations for improvement in order to give the employee a chance to improve their performance whilst documenting expectations and outcomes (em Perform, No date). The PIP in question was developed in collaboration with myself and the manager. After the extended probationary period was up the manager phoned to confirm that employees performance was effectively improved and met requirements to pass probation.

Managers regularly contact me for advice and admin support on performance related issues (EV30). They also contact me to update on individual performance and to arrange end of probation administration (EV31) such as confirmation letters which also confirms that their staff's development and support was effectively met.

Previously I noticed that despite conducting performance related conversations, line managers were struggling to record these informal conversations with their staff appropriately on the system. To assist managers I created a Record of Performance Concerns template (EV32) and uploaded it to the intranet as a

resource. This has now been used many times by managers and the feedback has been positive. If appropriate, the manager can issue a Performance concern letter that outlines the performance concerns with specific actions expected to improve. Again, working with line managers I often draft a basic letter for them to embellish and I then finalise as appropriate before it is sent to an employee. Evidence of a recent example of a letter I drafted, in its entirety on behalf of a high up manager, was based on a conversation and meeting record between manager and employee is enclosed (EV33).

In 2019 I surveyed our retail managers (EV34) in order to gain understanding on how they used and felt about performance activities and what features on PHR they found useful in order to see if we needed to adjust our current systems. I fed the results back to the HR team and we took on board the managers views and adjusted some of the performance reviews to better suit their needs.

I also have responsibility for organising and delivering new manager PeopleHR Training sessions, which covers all aspects of the PHR system, including PM (EV35). I also created a manager guide (EV36) for the system and ensure that new managers have a hard copy and know where to access the electronic version on the intranet, for them to refer back to if needed. Feedback from training sessions has been positive and I have always adjusted and added to the training based on questions asked during the training and manager feedback.

LO3 - Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

Following a restructure in 2018 the retail Customer Advisor role was created. I began to notice that a lot of these new recruits were failing to pass probation after 3 months and were having it extended. I ran a data report (EV37) and fed it back to the rest of the HR team and retail managers outlining my concerns. They agreed that the objectives of the role had not been fully communicated during the induction period as the role was still developing.

I recommend that job applicants that make it through to the first interview stage and all new starters are given a copy of the job description in their new starter pack and a copy uploaded to the Induction Classroom and the company intranet for reference. Marchington (2012a, p.205) notes that job descriptions are useful for providing candidates and new recruits with information on the role and sets performance expectations.

I feel that whilst most managers, particularly those based at our head office fully personalise and update a new starters induction programme as it progresses. However in the retail sector it feels as if managers rigidly stick to the template and do not adjust it to the individual learner. The CIPD (2019, p.1-2) explains that an induction should consider the type of job role, the new starters previous experience and background and that one size does not fit all. I will endeavour to work with retail managers going forward to adjust new starter induction programmes to suit their individual needs.

The CIPD believes that “traditionally, reviewing performance has been an annual process, but this should not be the case” (CIPD,2019). Performance should be reviewed regularly. I recommend that as well as regular one to ones, that individual and team performance is also reviewed at the end of a project or every quarter. Cornerstone (2017) believes that most companies are ditching the traditional annual performance review and replacing them with a culture of continuous check-ins. These regular check-ins need to focus on goals, development, and feedback which can lead to increased engagement, productivity, and retention.

We use the Goal setting section of the PHR performance reviews as a personal development plan (PDP). Some managers prefer to write up an alternative version of an employee PDP's (EV25), as appropriate, but most utilise PHR and link to relevant documents on the system to keep all information in one place. As HR we advocate this approach. PDP's set out a learning action plan to be completed by the employee with line manager support and should include formal training, e-learning, self guided learning, mentoring and coaching activities (Armstrong and Taylor, 2020, p.446). Although some managers do use this approach we should conduct some training, or communication, outlining the benefits of a personal development plan for employees.

Usually once per year ECD uses an external 'Mystery shoppers', to go in and review the customer service performance in our retail stores. They use specific questions created by ECD retail managers in order to rate and provide specific development feedback for employees (EV38). Feedback has been that some staff members could often guess they were being mystery shopped due to previous experiences and they then warn their colleagues in other stores that a mystery shopper is about. Feedback from reviewing the recordings has been that the mystery shop 'customer' interaction was shallow and sometimes unrealistic. Personally I think that peer or manager observation and feedback is more beneficial as the mystery shop 'fake' customer does not yield as much value.

A survey cited in the Harvard Business review (Willyerd, 2015) found that Millennials want more feedback from managers at least monthly, whereas non-Millennials wanted feedback less often. In summary Millennials want feedback 50% more often than other employees (Willyerd, 2015). This is interesting to our organisation as the majority of our customer service teams would be categorised as Millennials. Millennials are believed to have more self-esteem but are seen to suffer from more anxiety. Coaching is a key technique to help employees develop their skills and improve performance (Armstrong and Taylor, 2020, p.406). I believe that our managers need to undertake coaching training but also to consider and understand their teams demographic and tailor PM to the

individual. Currently I feel that our managers operate a one size fits all approach to PM. Brown (2011, cited in Armstrong and Taylor, 2020, p.457) states that one of PM's main area of concern is the competency and attitude of managers.

360 degree feedback is a method of evaluating employees using feedback from other managers, colleagues and subordinates. Feedback is collated and then reviewed by the manager or individual concerned (Taylor, 2019, p.210). I believe that at ECD we could also look to use 360 degree feedback as benefits include individuals receiving a rounded view of their performance from different perspectives. However it is noted that this method can yield a lot of administration and participants may not give honest feedback (Armstrong and Taylor, 2020, p.453).

Baker's (2013, cited in Taylor, 2016, p.213) Five Conversations Framework describes that managers should have five separate conversations with their employees every 6 months in place of an annual performance review. Although we encourage regular conversations about performance and development, we need to adapt the focus to building the workforce ECD needs to be competitive both now and in the future (Cappell and Tavis, 2016). The five conversation framework could potentially be something HR could implement in order for managers to plan performance conversations and tie them in with organisational objectives. The CIPD (2019c) illustrates that PM should maximise the employee relationship to ensure contribution to business objectives and therefore need to align with organisational strategy.

In order for organisations to survive in the modern world they need to embrace technology, this also applies to PM activities. Evidence suggests that the future of PM is data-driven, flexible and more development-oriented with its focus not just on individuals, but on skills and teams (Schrage, Kiron, et al, 2019. p.1). At ECD I believe that we are very forward thinking in terms of technology and how it can work for everyone to maximise time and performance. We drive electronic systems within our organisation, with almost 100% of systems, including PMS being electronic.

Research by Weller et al (2018) found that High performance work (HPW) systems had a positive effect on employee job satisfaction which significantly related to increased customer satisfaction. At ECD I believe that this is reflected in our Company Reviews. Feefo is a reviews platform that gives consumers the opportunity to give honest feedback to provide customers with feedback that they can trust (Feefo, 2020). Currently ECD has a 4.9/5 star customer satisfaction rating (EV39) which is the highest in the industry. Armstrong and Barron (2009, cited in CIPD, 2012) state that good PM is a process which contributes to the effective management of employees in order to achieve high levels of organisational performance.

Taylor (2016) outlines the importance of building a high performance culture within organisations in order to sustain high performance levels over time. At ECD I strongly believe that we have an embedded high performance culture with employees who are genuinely committed to the cause and go above and beyond in their roles, as is reflected in our customer reviews (EV40). This evidences that employees positively respond to our HPW practices through improving their performance (Taylor, 2019. p.233). Research by Huselid (1995, p. 667) also proves that investment in High Performance Work Practices will be reflected in improved organisational performance.

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Template for Customer Advisor Job Advertisement

Position: Customer Adviser- Part time, XX hours per week

Location: XXX

Salary: £XXX

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

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

Our retail stores are at the heart of what we do. Since 2008, we've helped thousands of happy customers switch to vaping. This is thanks to our carefully selected range of quality vaping solutions and highly knowledgeable teams.

We always operate with an honest, customer focused approach. Working together as a tight knit team to share our knowledge, provide great service, and change people's lives.

The successful candidate to join our team will be a friendly, confident 'people person' who is able to share our value in bringing a passion to what we do. They should enjoy a variety of tasks, and thrive on taking responsibility when working alone. Retail or vaping experience would be an advantage, but a positive attitude is far more important ... everything else we can teach!

Benefits of working with E-Cigarette Direct:

- A fun, collaborative and very rewarding work environment.
- A values led business where people come first.
- Opportunities for training and career development.
- Open communication with everyone from colleagues to directors.
- Healthcare cash plan.
- Cycle to work scheme.
- Free subscriptions to wellbeing platform/app.
- Free tea & coffee (all day long!).
- Generous staff discounts.

Working in our retail stores will require flexibility as shift patterns will vary week to week. For this role you will need to be flexible and available to work X days a week.

Want to know more? Check out our website www.ecigarettedirect.co.uk, [Glassdoor](#) profile or drop us an email [recruitment\[at\]ecigarettedirect.co.uk](mailto:recruitment[at]ecigarettedirect.co.uk).

Welcome to E-Cigarette Direct! - Planning the start of your journey

Day 1

My Welcome Day in Head Office with Fran

Today I will be learning about	Any useful links	My notes
Who's who (names, roles, responsibilities)	Our People	
Company Values & Culture	Values	
IT Systems: Intranet, Gsuite, Google Authenticator, PeopleHR, Cybertill	Intranet PeopleHR	
Basic communications overview	Communications	
Company Handbook	Company Handbook	
Absenteeism, lateness, Holidays & Appointments	Lateness, Absenteeism Email absence@ecigarettedirect.co.uk Holidays & Appointments PeopleHR	
Performance reviews	PeopleHR	
Payroll - Expenses, assignments, clockings, checking payslips	Expenses PeopleHR Assignments PeopleHR	

Basic Product Knowledge	Intranet Product Guides	
Health, Safety & Security	Health, Safety & Security	
Dress Code and Smoking Policy	Dress Code Policy Smoking Policy	
Retail Trust & Company support	Retail Trust	
Benefits	Benefits info	

My first month

My Area Manager is

--

Supporting me will be

--

Welcome day and meeting the team

1:2:1 With my Line manager	With my team and support from my Line Manager		
- Our Values - About us & About My Shop - Expectations	- Challenge 25 - H&S E-Learning - Battery Safety	- Basic Product Knowledge - Basic Till Training - Intranet & Company tools	- Customer interaction observations - Loyalty Cards & Gift Cards - Buddied up and first solo sales

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Date							
Where							
Times							
With							

My 'homework' this week - Learn the company Values & Learn about one or two of our best selling products, features & benefits (take them home if you like)

Week 1

1:2:1 With my Line manager	With my team and support from my Line Manager		
• Our Values • About us & About My Shop • Expectations	• Challenge 25 • H&S E-Learning • Battery Safety	• Basic Product Knowledge • Basic Till Training • Intranet & Company tools	• Customer interaction observations • Loyalty Cards & Gift Cards • Buddied up and first solo sales

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Date							
Where							
Times							
With							

Customer Advisor

Job Description



Location: Stores	Reports to: Store Manager/Area Manager
Salary: £8.50ph	Working Pattern: Full time/part time/flexible
Education and/or Work Experience Requirements: N/A	

Main purpose of the role

"To drive store sales through the delivery of WOW! customer service, expert product knowledge and high retail standards."

<u>Key Tasks</u>	<u>Description</u>	<u>Measures of Success</u> <u>Include</u>
Customer Service	Constantly demonstrates a high level of customer service by offering expert advice, recommending appropriate products and building strong customer relationships. Consistently uses the GAMES process to structure customer interactions.	• Customer Reviews • Balanced scorecard (retention & loyalty) • Mystery shop results • Observations

Customer Advisor

Job Description



Product Knowledge	Maintains up to date product knowledge for all products sold in store. Maintains a basic knowledge of products not ranged and is able to offer suitable alternatives for non ranged products. Feeds back to line manager on product ranging opportunities.	• Mystery shop results • Quiz • Observations
Commerciality	Uses customer service and expert product knowledge to drive store performance through achieving individual KPI's (sales, ATV, loyalty cards, google reviews) Increases the value of sales through adding on 'essentials'.	• Balanced Scorecard • Observations
Retail operations & working safely.	Occasional key holder duties as required. Correctly follows all relevant shop procedures. Always works in a safe manner. Reports any concerns to Line Manager/Health and Safety Manager.	• Stocktake results • Banking/feedback from accounts • Correct use of maintenance log
Retail standards & merchandising	Ensures the shop is always clean, tidy and well organised both front and back of house whilst working. Implements any pos/display changes as directed by Supervisor/Manager.	• Store visits • Google Reviews
Systems & IT	Understands and correctly uses EPOS system.	• Clock in logs

EV 4
Screenshot of the Induction Classroom

Induction

StreamClassworkPeopleMarks

Induction

Class code lehtz2f

Meet link Generate Meet link

Select theme

Upload photo

Upcoming

No work due in soon

View all

Share something with your class...

Fran Deias posted a new assignment: End Of Probation Review

30 Jul

Fran Deias posted a new assignment: Mid-Term Review

30 Jul (Edited 30 Jul)

Fran Deias posted a new assignment: **WIP** About ECD and our Values

23 Jul (Edited 23 Jul)

Fran Deias posted a new assignment: Advanced Product Knowledge Assignment

23 Jul

EV5
Screenshot of the Product Zone Classroom

Product Zone

StreamClassworkPeopleMarks

Product Zone

Class code hqani2j

Meet linkGenerate Meet link

Select themeUpload photo

Upcoming

Due Monday
23:59 – Word Search Aug

View all

Share something with your class...

Sian Morgan posted a new assignment: Word Search Aug
21 Aug (Edited 25 Aug)

10 class comments

Sian Morgan posted a new assignment: E Liquid Scrabble
14 Aug

Sian Morgan posted a new assignment: E liquids - Scrabble words
13 Aug (Edited 14 Aug)

1 student

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STRUCTURE OF THE DAY

09.30 - 09.45	Welcome	Fran Deias, HR Administrator
10.45 - 11.15	Values & Culture	Fran Deias, HR Administrator
11.15 - 13:15	HR & Systems	Fran Deias, HR Administrator
13:15 - 14.00	Lunch Break	
14.00 - 15:30	Product Knowledge	Will Brunton, Product Manager
15:30 - 16.00	Till Training	Fran Deias, HR Administrator
16.00 - 16.30	Wrap up	Fran Deias, HR Administrator

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.

Schedule 4 Equal Opportunities Policy

1. Equal Opportunities

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

2. Scope and purpose of the policy

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

3. Forms of discrimination

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

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

Schedule 5 Anti-harassment and Bullying Policy

1. Scope and Purpose of this Policy

- 1.1 The purpose of this policy is to ensure that all staff are treated and treat others with dignity and respect, free from harassment and bullying. All staff should take the time to ensure they understand what types of behaviour are unacceptable under this policy.
- 1.2 This policy covers harassment or bullying which occurs both in and out of the workplace, such as on business trips or at events or work-related social functions. It covers bullying and harassment by staff and also by third parties such as customers, suppliers or visitors to our premises.
- 1.3 Staff must treat colleagues and others with dignity and respect, and should always consider whether their words or conduct could be offensive. Even unintentional harassment or bullying is unacceptable.
- 1.4 We will take allegations of harassment or bullying seriously and address them promptly and confidentially where possible. Harassment or bullying by an employee will be treated as misconduct under our Disciplinary Procedure. In some cases, it may amount to gross misconduct leading to summary dismissal.

2. What the law says

- 2.1 The Equality Act 2010 prohibits harassment related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation.
- 2.2 The Protection from Harassment Act 1997 also makes it unlawful to pursue a course of conduct which you know or ought to know would be harassment, which includes causing someone alarm or distress.
- 2.3 Under the Health and Safety at Work Act 1974 staff are entitled to a safe place and system of work.
- 2.4 Individual members of staff may in some cases be legally liable for harassment of colleagues or third parties (including customers), and may be ordered to pay compensation by a court or employment tribunal.

3. What is harassment?

- 3.1 Harassment is any unwanted physical, verbal or non-verbal conduct which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to harassment.

- 3.2 It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.
- 3.3 Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.
- 3.4 Harassment may include, for example:
- (a) unwanted physical conduct or "horseplay", including touching, pinching, pushing, grabbing, brushing past someone, invading their personal space, and more serious forms of physical or sexual assault;
 - (b) unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless), and suggestions that sexual favours may further a career or that a refusal may hinder it;
 - (c) continued suggestions for social activity after it has been made clear that such suggestions are unwelcome;
 - (d) sending or displaying material that is pornographic or that some people may find offensive (including e-mails, text messages, video clips and images sent by mobile phone or posted on the internet);
 - (e) offensive or intimidating comments or gestures, or insensitive jokes or pranks;
 - (f) mocking, mimicking or belittling a person's disability;
 - (g) racist, sexist, homophobic or ageist jokes, or derogatory or stereotypical remarks about a particular ethnic or religious group or gender;
 - (h) outing or threatening to out someone as gay or lesbian; or
 - (i) ignoring or shunning someone, for example, by deliberately excluding them from a conversation or a workplace social activity.
- 3.5 A person may be harassed even if they were not the intended "target". For example, a person may be harassed by racist jokes about a different ethnic group if they create an offensive environment for him.

4. What is bullying?

- 4.1 Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation.
- 4.2 Bullying can take the form of physical, verbal and non-verbal conduct. Bullying may include, by way of example:
- (a) shouting at, being sarcastic towards, ridiculing or demeaning others;
 - (b) physical or psychological threats;
 - (c) overbearing and intimidating levels of supervision;

ATTENDANCE POLICY

WHY

E Cigarette Direct is committed to providing support and assistance to employees who are unavoidably absent from work. The purpose of this Policy is to help, encourage and enable you to achieve and maintain the high standards of attendance expected, and to minimise the disruption caused by absence by setting clear guidelines that support line managers in handling absences in a constructive, fair, consistent and legally compliant manner.

HOW

E Cigarette Direct is committed to creating an inclusive working environment. We value difference and actively seek to benefit from a variety of skills, knowledge and experience promoting positive measures that eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnerships, disability, race, gender, religion/belief, sexual orientation, gender reassignment and pregnancy/maternity.

We will take every possible step to ensure that this Policy is applied fairly to you.

Where you have an attendance issue that may be linked to a disability, reasonable adjustments may be made to your working arrangements, which may include changing your duties or providing additional equipment or training where appropriate. The Company may also consider adjusting the procedure outlined in the Policy in appropriate cases.

WHAT

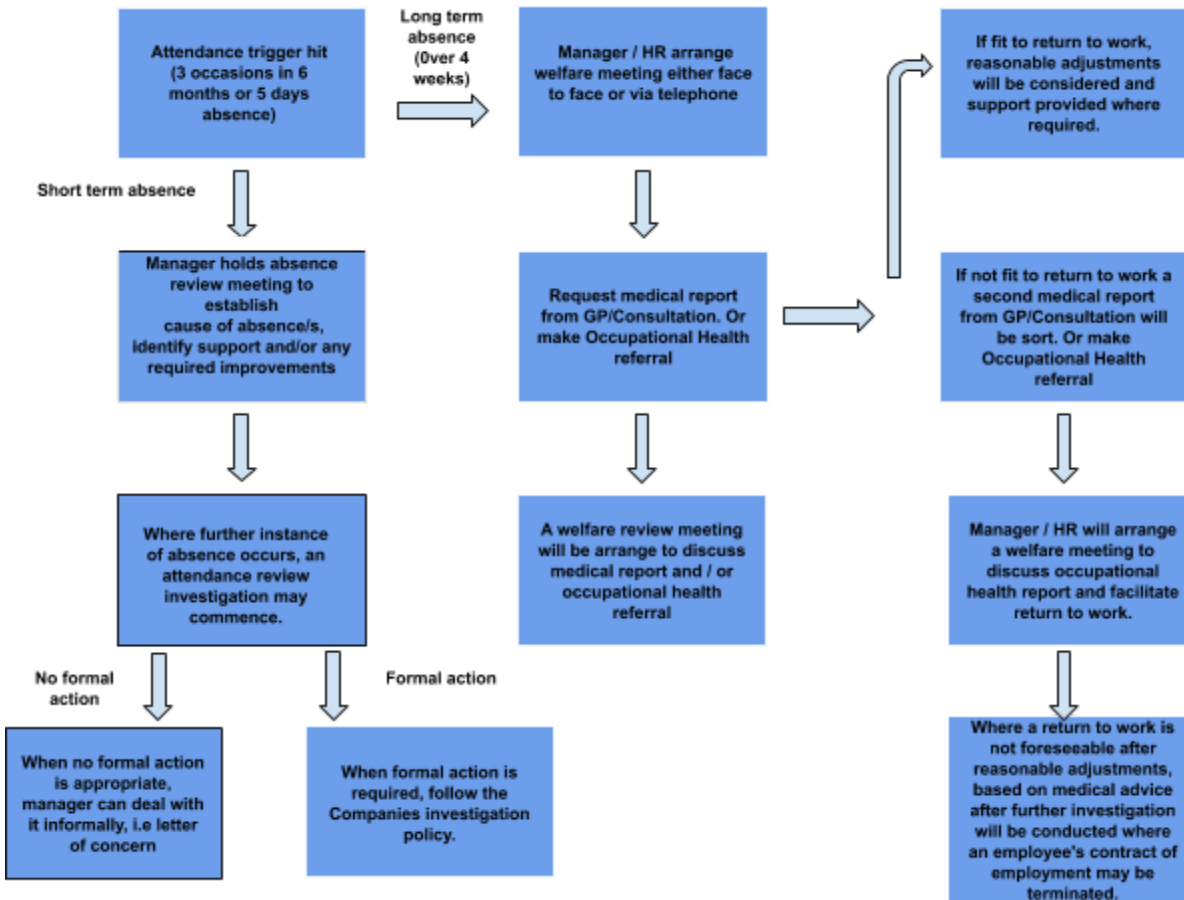
The Policy applies to all individuals employed by Gower Enterprises Ltd (referred to in this Policy as “E Cigarette Direct” and “Company”).

This Policy sets out the standards and procedures for managing sickness absence. It does not cover special leave, such as time off for domestic emergencies, bereavement, parental, shared parental, maternity, paternity or adoption leave – the specific individual policies should be referred to for those types of leave.

This Policy does not form part of your contract of employment and it may be amended at any time. The Company may also vary any parts of the procedure outlined in this Policy, including any time limits, as appropriate in any case. The Company also reserves the right to abbreviate the procedure where you have less than 2 years’ continuous service and/or you are in your probationary period.

Summary of Policy

Attendance Management Process



WHAT ARE THE GENERAL PRINCIPLES OF THE POLICY?

This Policy aims to provide support and assistance when you are unavoidably absent from work due to sickness or injury.

Additionally, it aims to minimise the disruption caused by absence by setting clear guidelines on absence notification, by encouraging regular communication to assist you to return to work as soon and as safely as possible, and by supporting line managers in handling absences in a fair, consistent and effective way.

The following principles apply:

- Regular, punctual attendance is an important aspect of everyone's employment. You are responsible for achieving and maintaining a good level of attendance.
- We will try to support you when there is a genuine reason for absence. This support includes (but is not limited to) access to counsellors where necessary through our Employee Assistance

Schedule 9 Disciplinary Rules

1. Scope and purpose of this policy

- 1.1 These Disciplinary Rules should be read in conjunction with our Disciplinary Procedure. The aim of the Disciplinary Rules and Disciplinary Procedure is to set out the standards of conduct expected of all staff and to provide a framework within which managers can work with staff to maintain those standards and encourage improvement where necessary. We may amend our Disciplinary Rules at any time by agreement.
- 1.2 It is our policy to ensure that any disciplinary matter is dealt with fairly and in accordance with the Disciplinary Procedure.
- 1.3 If you are in any doubt as to your responsibilities or the standards of conduct expected you should speak to your line manager or the HR Department.

2. Rules of conduct

- 2.1 While working for us you should at all times maintain professional and responsible standards of conduct. In particular you should:
 - (a) observe the terms and conditions of your contract, particularly with regard to:
 - (i) hours of work; and
 - (ii) confidentiality;
 - (b) ensure that you understand and follow our Mission Statement and Core Values which are set out in this Company Handbook;
 - (c) observe all our policies, procedures and regulations which are included in this Company Handbook or notified to you from time to time by means of notice boards, e-mail, the intranet or otherwise;
 - (d) take reasonable care in respect of the health and safety of colleagues and third parties and comply with our Health and Safety Policy;
 - (e) comply with all reasonable instructions given by managers; and
 - (f) act at all times in good faith and in our best interests and those of our customers and staff.
- 2.2 Failure to maintain satisfactory standards of conduct may result in action being taken under our Disciplinary Procedure.

3. Misconduct

3.1 The following are examples of matters that will normally be regarded as misconduct and will be dealt with under our Disciplinary Procedure:

- (a) Minor breaches of our policies including the Sickness Absence Policy, Information and Communications Systems Policy, and Health and Safety Policy;
- (b) Minor breaches of your contract;
- (c) Damage to, or unauthorised use of, our property;
- (d) Poor timekeeping;
- (e) Time wasting;
- (f) Unauthorised absence from work;
- (g) Refusal to follow instructions;
- (h) Excessive use of our telephones for personal calls;
- (i) Excessive personal e-mail or internet usage;
- (j) Obscene language or other offensive behaviour;
- (k) Negligence in the performance of your duties; or
- (l) Smoking in no-smoking areas.

This list is intended as a guide and is not exhaustive.

4. Gross misconduct

4.1 Gross misconduct is a serious breach of contract and includes misconduct which, in our opinion, is likely to prejudice our business or reputation or irreparably damage the working relationship and trust between us. Gross misconduct will be dealt with under our Disciplinary Procedure and will normally lead to dismissal without notice or pay in lieu of notice (summary dismissal).

4.2 The following are examples of matters that are normally regarded as gross misconduct:

- (a) Theft, or unauthorised removal of our property or the property of a colleague, contractor, customer or member of the public;
- (b) Fraud, forgery or other dishonesty, including fabrication of expense claims and time sheets;
- (c) Actual or threatened violence, or behaviour which provokes violence;

Schedule 8 Capability Procedure

1. Scope of this policy

- 1.1 The primary aim of this procedure is to provide a framework within which managers can work with employees to maintain satisfactory performance standards and to encourage improvement where necessary.
- 1.2 It is our policy to ensure that concerns over performance are dealt with fairly and that steps are taken to establish the facts and to give employees the opportunity to respond at a hearing before any formal action is taken.

2. What is covered by the policy?

- 2.1 This policy is used to deal with poor performance. It does not apply to cases involving genuine sickness absence, proposed redundancies or misconduct. In those cases reference should be made to the appropriate policy or procedure in the Staff Handbook.

3. Identifying performance issues

- 3.1 In the first instance, performance issues should normally be dealt with informally between you and your line manager as part of day-to-day management. Where appropriate, a note of any such informal discussions may be placed on your personnel file. The formal procedure should be used for more serious cases, or in any case where an earlier informal discussion has not resulted in a satisfactory improvement. Informal discussions may help:
 - (a) clarify the required standards;
 - (b) identify areas of concern;
 - (c) establish the likely causes of poor performance and identify any training needs; and/or
 - (d) set targets for improvement and a time-scale for review.
- 3.2 Employees will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence, or in any case involving an employee who has not yet completed their probationary period, dismissal without previous warnings may be appropriate.
- 3.3 If we have concerns about your performance, we will undertake an assessment to decide if there are grounds for taking formal action under this procedure. The procedure involved will depend on the circumstances but may involve reviewing your personnel file including any appraisal records, gathering any relevant documents, monitoring your work and, if appropriate, interviewing you and/or other individuals confidentially regarding your work.

4. Disabilities

4.1 Consideration will be given to whether poor performance may be related to a disability and, if so, whether there are reasonable adjustments that could be made to your working arrangements, including changing your duties or providing additional equipment or training. We may also consider making adjustments to this procedure in appropriate cases.

4.2 If you wish to discuss this or inform us of any medical condition you consider relevant, you should contact your line manager or the HR Department.

5. Confidentiality

5.1 Our aim is to deal with performance matters sensitively and with due respect for the privacy of any individuals involved. All employees must treat as confidential any information communicated to them in connection with a matter which is subject to this capability procedure.

5.2 You, and anyone accompanying you (including witnesses), must not make electronic recordings of any meetings or hearings conducted under this procedure.

5.3 You will normally be told the names of any witnesses whose evidence is relevant to your capability hearing, unless we believe that a witness's identity should remain confidential.

6. Notification of a capability hearing

6.1 If we consider that there are grounds for taking formal action over alleged poor performance, you will be required to attend a capability hearing. We will notify you in writing of our concerns over your performance, the reasons for those concerns, and the likely outcome if we decide after the hearing that your performance has been unsatisfactory. We will also include the following where appropriate:

(a) A summary of relevant information gathered as part of any investigation.

(b) A copy of any relevant documents which will be used at the capability hearing.

(c) A copy of any relevant witness statements, except where a witness's identity is to be kept confidential, in which case we will give you as much information as possible while maintaining confidentiality.

6.2 We will give you written notice of the date, time and place of the capability hearing. The hearing will be held as soon as reasonably practicable, but you will be given a reasonable amount of time, usually two to seven days, to prepare your case based on the information we have given you.

7. Right to be accompanied at hearings

7.1 You may bring a companion to any capability hearing or appeal hearing under this procedure. The companion may be either a trade union representative or a colleague. You must tell the manager conducting the hearing who your chosen companion is, in good time before the hearing.

7.2 A companion is allowed reasonable time off from duties without loss of pay but no-one is obliged to act as a companion if they do not wish to do so.

7.3 If your choice of companion is unreasonable we may require you to choose someone else, for example:

Performance Improvement Plan for: <Name>

Description of the underperformance:	<Enter a description of the nature of the underperformance.>
Aim of the Performance Improvement Plan:	<Enter the overall aim of the Performance Improvement Plan.>
Plan Start Date:	<Enter the date the Performance Improvement Plan commences.>
Plan End Date:	<Enter the date the Performance Improvement Plan finishes.>

Improvement Objectives <i>What, specifically must the individual do to improve their performance to meet expected standards?</i>	Success Criteria <i>How will you know when the expected standards of performance have been met?</i>	Additional Support Required <i>What additional development or support does the individual require in order that they are able to achieve the expected standards?</i>	Review Schedule <i>When will progress against the improvement objective be reviewed? How will evidence of progress be collected? Who will review progress?</i>	Objective Outcome <i>When will the final review of the plan be undertaken and by whom? What is the final outcome? What action will be taken if expected standards are not met?</i>
<Enter improvement objective 1>	<Detail success criteria for improvement objective 1>	<Detail the additional support required to succeed in achieving improvement objective 1>	<Detail when progress against improvement objective 1 will be reviewed, how and by whom.>	<Detail the specific consequences if the individual does not achieve improvement objective 1>
<Enter improvement objective 2>	<Detail success criteria for improvement objective 2>	<Detail the additional support required to succeed in achieving improvement objective 2>	<Detail when progress against improvement objective 2 will be reviewed, how and by whom.>	<Detail the specific consequences if the individual does not achieve improvement objective 2>
<...>	<...>	<...>	<...>	<...>
Line Manager:			Overall outcome if plan objectives are achieved / not achieved:	
[Employee Name]:				

<Enter overall outcome / consequences if the Performance Improvement Plan is / is not completed satisfactorily by the plan end date.>

Scheduled PIP Reviews

Date of Check In	Improvement Objective	Anticipated steps towards Criteria	Actual steps towards Criteria

Schedule 29 Supervision, Appraisal and Development Policy

1. Scope and purpose of this policy

2. This policy is in place to explain the use of and procedures **relating** to the learning and development of all colleagues, including supervision and appraisal methods and training and development policies.

3. Supervision and Development Policy

- 3.1 We undertake regular reviews of your performance in different ways. These include regular, informal review meetings, the formal performance reviews and mystery shopping reports.
- 3.2 During your probationary period, you may have a mid-probation review which will be a shorter form review where you will receive feedback on your performance to date and identify any areas for training or development.
- 3.3 You will usually have a performance appraisal twice a year, which is an opportunity to make a broad assessment about your progress against achievement of objectives set previously, to create or review your personal development plan, to feedback on performance (including good performance as well as areas for improvement) and to discuss support needs.
- 3.4 Prior to the appraisal we will ask you to undertake a self-assessment to consider and measure your own performance for the previous six months and also consider objectives set in your previous review. You will then review your thoughts with your line manager who will also provide feedback and an opportunity to discuss goals and ambitions and anything you may wish to raise. Performance appraisals are an opportunity to reflect on your performance to date, to highlight positives and to consider areas and means for improvement. They should be viewed as a helpful and positive experience. Any criticism should be constructive and any performance issues should be highlighted as soon as possible or during the regular review meetings rather than 'saved up' for the performance appraisal.
- 3.5 Review meetings should be used to discuss the work that you are doing towards achieving your individual development plan and any store or department objectives. Following the formal performance review, a development plan will be put in place to help your personal development and achievement of your goals. This plan will be referred to during regular review meetings. These meetings, the appraisal record and your development plan are confidential between you and your line or senior manager unless there is a "need to know" situation in which case the reason for sharing information will be discussed with the employee. However, HR will be responsible for maintaining all records.

4. Induction Arrangements for New Colleagues

- 4.1 All new colleagues will receive in-depth product and sales training as part of their induction programme. The programme is comprehensive and designed to cover all the key things you need to know as a new employee and is an opportunity to learn about our Company Values.

EV15
Screenshot of my own PeopleHR Performance Category

People - E-Cigarette Direct

Francesca Deias-Moffat

Dashboard

Employees

Me

Documents

Logbook

Planner

Tasks

Cases

Authorisations

Expenses

Reports

Planner

Personal

Documents

Logbook

Employment

Contacts

Skills

Thanks

Performance

Case Log

ACTIVE REVIEWS

PAST REVIEWS

Reviewed By:
Laura Jones

Non Retail Performance Review - 29 Apr 2019

Overall Score

Reviewed By:
Laura Jones

Non Retail Performance Review - 20 Mar 2018

Overall Score

Reviewed By:
Laura Jones

Mid Term Review - All Employees - 09 Nov 2017

Overall Score

41

EV16
Screenshot of my own PeopleHR Performance Review Goals

People - E-Cigarette Direct

Dashboard

Employees

Me

Documents

Thanks

Planner

Tasks

Cases

Authorisations

Expenses

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Planner

Personal

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Employment

Contacts

Skills

Thanks

Performance

Case Log

EMPLOYEE

MANAGER

GOALS

Print

Quick Filters

Goals	Due Date	Progress	Status	Since Start
People HR Learning	Fri, 03 Nov 2017		Closed	1080 days
Wrike Custom Dashboard	Thu, 30 Nov 2017		Closed	1037 days
Amend and tidy up working patterns	Sun, 31 Dec 2017		Closed	1037 days
Store Visit	Wed, 31 Jan 2018		Closed	1037 days
Read Zappos book	Wed, 28 Feb 2018		Closed	1037 days
ACAS Online Learning	Thu, 31 May 2018		Closed	1037 days
CIPD course	Sat, 30 Jun 2018		Closed	919 days
Short term recruitment goal	Mon, 03 Sep 2018		Closed	765 days
People HR	Fri, 19 Oct 2018		Closed	765 days

Customer Advisor

- Customer Focused
- Team Work
- Taking Ownership
- Self Development

Customer Focused

I always deliver exceptional customer service

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

e-cigarette
DIRECT

XXX Probation Period



Fran Deias

<fran.deias@ecigarettedirect.co.uk

>

Fri, 10

Jan,

10:00

To: **Am**

Dear **Amanda**

Following our conversation on Thursday I have now had an opportunity to look into your probation period.

From reviewing documents on People HR your probationary period was originally reviewed in January 2019 and extended to allow you a further opportunity to gain better product knowledge and complete some store tasks such as opening and closing duties. It was also agreed to obtain medical reports from your GP and Occupational Health as your health had deteriorated since commencing employment with ECD.

Since obtaining your medical reports, Emma and I have continued to monitor your performance, in particular, your product knowledge and additional support and training has been given to you. You also had a further review with Sian Morgan in December 2019 where you discussed in detail your medical history, and you confirmed you were capable of performing your role as Customer Advisor with ECD.

As you have been an employee of ECD for 1yr 4 months, you have passed your probation period, but your product knowledge is still a concern and not at the required standard. Consequently, Emma and I will continue to monitor your performance and should you fail to meet the required standard we will be left with no alternative but to invoke the Company's Capability procedure.

Emma and I will continue to provide you with training, guidance and assistance. It is our aim for you to be a fully competent Customer Advisor, providing great customer service through fantastic product knowledge.

I will update People HR in due course that your probationary period has been finished. Should you wish to discuss this in more detail please do not hesitate to contact me.

Best wishes

Fran

The screenshot shows a Trello board titled "EOP Template" in the list "New Starters/Leavers". The board has a dark background with a palm tree pattern. On the left, a sidebar shows a list of boards: "New Starters/Leavers", "New Starter- Retail", "New Starter- HO/ Non-Retail Template", "EOP Template", and "Leaver Template". The "EOP Template" board is selected, showing a checklist titled "EOP Tasks Checklist" with a progress bar at 0%. The checklist items are:

- ☐ a. Mid term- Advise Line Manager 2 weeks before mid term review contact the manager of the new starter to check progress, advise on mid term date and coach where required
- ☐ b. EOP- Advise manager probationary period is coming to an end 2 weeks before EOP contact the line manager of the new starter to check progress, advise that probation is nearly over and coach where required.
- ☐ c. Add review to People HR,
- ☐ d. Check mid term review has been completed,
- ☐ e. If probation is to be extended draft letter
- ☐ f. Share letter with manager to enter reasons for extension
- ☐ g. Once extension letter is completed and manager has confirmed

On the right side of the board, there are several sections:

- SUGGESTED**: Includes a "Join" button and a "Feedback" link.
- ADD TO CARD**: Includes buttons for "Members", "Labels", "Checklist", "Due Date", "Attachment", and "Cover".
- POWER-UPS**: Includes buttons for "Butler Tips (6)", "Google Drive", and "Get More Power-Ups".
- Upgrade Team**: A button to get unlimited Power-Ups.

The bottom right corner shows a "Resources" section with a link to "Old HR Spreadsheet" and a button to "Add another card".



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

Performance reviews

1 message

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

8 November 2019 at 15:14

To: I

Bcc

Hey P

Heads up that the following Mid-term reviews are due soon:

- 18/11/19

18/11/19

Could I please also have an update on I. Her EOP was due on 24/10/19 and I know you couldn't see her until 07/11/19.....did the review go ahead last week?

Thanks,

Fran

Fran Deias

HR Administrator



t. 01792 850194

e. fran.deias@ecigarettdirect.co.uk

w. www.ecigarettdirect.co.uk



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----- Forwarded message -----

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

Date: Tue, 12 Nov 2019 at 15:47

Subject: EOPR'S & Benefits

To: <[REDACTED]>
<[REDACTED]>

Cc: Human Resources <[REDACTED]>

Hi all,

After the launch of our new company benefits, I need to update you on all retail End of Probations (EOP).

New starter retail colleagues will not be eligible for certain company benefits until they pass probation.

This means that EOP review's need to be well managed and done in a timely manner, otherwise this may be to the detriment of the employee.

Please ensure that EOP reviews are scheduled in your calendar and that you notify HR immediately when a colleague passes probation or whether probation it is likely to be extended.

If you have any questions please let me know.

Many thanks,

Fran

Fran Deias

HR Administrator



The screenshot shows a web browser window with the URL `fsblegalhub.co.uk/fsb-letstalk-redirect`. The browser's taskbar at the top displays various application icons including 'Apps', 'ECigaretteDirect', 'Inbox (37) - fran.dei...', 'HR Room - Chat', 'Gower Enterprises - ...', 'People', '(99+) Human Reso...', '(99+) Absence - Go...', 'My Drive - Google...', and 'Booking.com: 1,417...'. The website header features the 'fsb' logo, 'Legal Hub in association with Markel Law LLP', a search bar, and a 'BOOK A CALL' button. A dark blue navigation bar contains the breadcrumb 'Home > Welcome >' and a settings gear icon. The main content area displays a message to FSB members regarding high call volume and the suspension of online bookings for employment law calls. At the bottom, a light blue box contains two sections: 'Advice lines' with the phone number '+44 (0) 345 0727 727' and 'Making a claim' with the phone number '+44 (0) 1253 336026'.

fsb Legal Hub
in association with Markel Law LLP

Legal helpline 0345 0727 727

BOOK A CALL ▼

Home > Welcome >

Dear FSB member,

Our advice lines are experiencing a high volume of calls at the moment and as a result you may experience a longer wait time than usual. To ensure we provide the most efficient service possible, we have decided to temporarily suspend online bookings for employment law calls only.

Don't worry, you can still get advice!

For all employment law queries please log a call by phone on 0345 0727 727.

For all other matters you are able to request a call back via the hub or by phone.

Advice lines
☎ +44 (0) 345 0727 727

Making a claim
☎ +44 (0) 1253 336026

Parental Leave

[Parental Leave Policy](#)

[Guide on how to record sickness, RTW's and other events](#)

Paternity

[Paternity Policy](#)

[Shared Parental Leave Policy](#)

[SC3 Form- Statutory Paternity Pay/Paternity leave – birth parents](#)

People HR

[PeopleHR Manager Walkthrough](#)

[PeopleHR Manager Guide for Expenses](#)

[PeopleHR Guide- How to record sickness, RTW's and other events](#)

[Return to Work Interviews on PeopleHR - guidance](#)

[PeopleHR Review Guide \(Manager\)](#)

[PeopleHR Review Guide \(Team\)](#)

[PeopleHR ATS Recruitment guide for hiring leads](#)

[Guide on how to record sickness, RTW's and other events](#)

Performance & Development

[Capability Procedure](#)

[Capability Hearing Form of Notes](#)

[PeopleHR Review Guide \(Manager\)](#)

[PeopleHR Review Guide \(Team\)](#)

[Performance Improvement Plan \(PiP\)](#)

[Supervision, Appraisal and Development Policy](#)

[Template to record concerns](#)



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

Product Topics & Suggestions
2 messages

Will

>

9 July 2020 at 13:34

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

Hi both,

Had a think of topics, a few listed below:

- Voltage, watts & ohms (James has a good blog post on this, and it's something I go through in an induction)
- Shortfills and nicotine (reasons shortfills exist, needs to know about nicotine strength and could also take about nicotine salts)
- Mouth the lung (MTL) and Direct lung (DL) vaping (could include high PG/high VG liquid facts here)
- Charging facts & safety
- Industry slang/terminology
- Upsells
- Cigalikes
- Pod vapes
- Direct lung/mod vapes
- MTL/starter kits

In terms of people, at the moment I'd only be confident enough to suggest [redacted] as I've seen his knowledge and problem solving skills first hand in recent weeks. I'm not too sure of his writing style though, and think it's important to have some balance there. Might be worth speaking with [redacted] for other suggestions as he has a better gauge of the knowledge base in stores.

Videos and reviews wise, Aspire have their own channel which I've linked below, other manufacturers don't seem to have anything. But, I'd suggest looking at review videos from [redacted] From SMM - he tends to review everything and they're one of the most comprehensive I've seen, his page is also linked below.

[Aspire](#)
From SMM

Feel free to fire some questions over if you need to, and I'm happy to review things once they get a bit further down the process.

Cheers
--
W
Product Manager



Fran Goals

Goal Name	Sub-task	Due Date	Completed Date
Recruitment - Short Term	Train Emma & Lee in screening CV's, making screening phone calls and booking telephone interviews	3/8/18	14/08/18
Recruitment - Short Term	Do some self learning, research interviewing skills and log what you have done differently as a result of this.	3/9/18	30/8/18 Will continue with self learning and improvement
Induction	Create "new starter pack" to give out at induction	3/9/18	14/08/18
Induction	Build into induction asking the new starter about the interview process and selectively asking them to leave a review on the recruitment process on glassdoor.	3/9 and ongoing	31/08/18
Induction	Combine IT & People HR part of <u>induction</u>	15/12/18	06/19
Induction	Visit at least 4 stores to understand the environment you are inducting someone into	15/12/18	12/12/18 & 14/12/18
Recruitment - <u>Mid term</u>	Attend at least one face to face interview to see the process start to finish	1/11/18	30/08/18 With Rhea.
Recruitment - Long term	Sit in on at least one F2F interview with each Area Manager to get a feel for how they interview and <u>taylor</u> how you recruit candidates for each one	31/12/19	30/08/18 RD Need to organise to sit with PC & LBW
Recruitment - Long term	Recruitment project-, Analyse ATS data, <u>balance</u> of quality and quantity, cost/value for money,	31/1/19	31/01/19

 People - E-Cigarette Direct

 Dashboard

 Employees

 Me

 Documents

 Thanks

 Planner

 Tasks

 Cases

 Authorisations

 Expenses

 Reports

Planner

Personal

Documents

Logbook

Employment

Contacts

Skills

Thanks

Performance

 Francesca Deias-Moffat



Francesca Deias-Moffat received thanks from Danielle Rogers - Mon, 06 Aug 2018

No Comments - 



Helpful

Thank you for making my first day really enjoyable and taking me under your wing during the induction! You explained everything really well and made sure I understood and answered all my questions. It was really nice and made me even more excited to be a part of the E-Cigarette Direct team :)

Add Comment



Francesca Deias-Moffat received thanks from Linda Brightman-White - Mon, 04 Jun 2018

No Comments - 



Efficient

I would like to give this badge to Fran Deias.She has over the last 3 months sourced some of the best applicants for the vacancies in Cheltenham and Worcester.I know this is sometimes a real struggle to achieve but Fran has done it and we have now two new fabulous team members and a couple in the talent pot awaiting a vacancy.Well done Fran, you are so appreciated.Linda

Add Comment



54



Name

Address

Date

Dear (name of employee),

Re: Probationary period

We refer to your offer of appointment letter dated (date) and your contract of employment dated (date), both of which specified that your employment was initially on a [three/six/other] months probationary period.

[Following our meeting on (date) at which we discussed your probationary period and whether the role is suitable for you,] OR [We have carefully monitored your performance and conduct during your probationary period and] we are now writing to advise you that the Company has decided your probationary period will be extended by a further (one/two/three) month(s) until (date) for the following reasons:

- (List reasons for extension of probationary period, which should relate to the employee's conduct or performance during the probationary period).

Naturally, we will continue to monitor your performance and conduct. We will formally review your progress at the end of the extended probationary period as well as providing you with feedback on an ongoing basis. We must advise that in the event of you not making sufficient progress either during or by the end of your extended probationary period, we may have no other alternative than to consider dismissal. We hope that you will work with us to meet the standards outlined above.

If there are any aspects of your performance or conduct you wish to discuss in the meantime, please speak to (name).

Yours sincerely,

e-cigarette DIRECT

K

-
T.

29 October 2019

Dear

Re: Probationary period

We refer to your offer of appointment letter dated 12 June 2019 and your contract of employment dated 2 July 2019, both of which specified that your employment was initially on a three months probationary period.

We have carefully monitored your performance and conduct during your probationary period and] we are now writing to advise you that the Company has decided your probationary period will be extended by a further two months until 27th December 2019 for the following reasons:

- Professional conduct: There have been several incidents where you have behaved, or have spoken to colleagues and customers in an inappropriate or disrespectful manner. This has led to reports being made to your line manager. In order for us to progress your position through probation, we will need to see an improvement in how you conduct yourself with colleagues and customers. In order that you progress through probation at the end of December, we expect to see that no further reports are made relating to your poor conduct in store, over the remainder of your extended probation.
- Continual improvement: There was a lack of proactivity during your probation - and although this improved after you changed your store location, the initial drive has come to a halt, with regards to store routines and tasks. It was also noted that you are spending so much time each day on the Reddit.com website. In order for you to progress through your probation, we expect to see that you are proactively improving your store, consistently, on a week to week basis, particularly when working alone. Your store colleagues will be very helpful in finding suitable projects with you - and supporting you in their completion. Please evidence any proactive tasks or projects in

e-cigarette DIRECT

daily handovers, so that your line manager can monitor your progress here. We also expect to see that your personal online activity falls in line with that of your colleagues and that you are customer focused throughout the day. This will include not remaining seated during sales, or when a customer is present, or is entering the store.

Naturally, we will continue to monitor your performance and conduct. We will formally review your progress at the end of the extended probationary period as well as providing you with feedback on an ongoing basis. We must advise that in the event of you not making sufficient progress either during or by the end of your extended probationary period, we may have no other alternative than to consider dismissal. We hope that you will work with us to meet the standards outlined above.

If there are any aspects of your performance or conduct you wish to discuss in the meantime, please speak to Phil Craston, Area Manager.

Yours sincerely,

Retail Area Manager

By electronically signing this letter I hereby confirm that I have read, understood and agree to its contents.

Performance Improvement Plan for:

Description of the underperformance:	Lack of organisation in the carrying out of store duties, failure to read and action company comms and instructions, failure to maintain and clean the store in accordance with company requirements, as detailed in company 'daily, weekly and monthly routines' instructions. Not actively engaged with store performance (unaware of targets, unaware of current store performance,
Aim of the Performance Improvement Plan:	To bring behaviour and performance of duties in line with the expectations of a customer advisor.
Plan Start Date:	February 21st 2019
Plan End Date:	April 21st 2019

Improvement Objectives <i>What, specifically must the individual do to improve their performance to meet expected standards?</i>	Success Criteria <i>How will you know when the expected standards of performance have been met?</i>	Additional Support Required <i>What additional development or support does the individual require in order that they are able to achieve the expected standards?</i>	Review Schedule <i>When will progress against the improvement objective be reviewed? How will evidence of progress be collected? Who will review progress?</i>	Objective Outcome <i>When will the final review of the plan be undertaken and by whom? What is the final outcome? What action will be taken if expected standards are not met?</i>
. Emailed instructions that relate directly to yourself, must be acted upon and completed on the day of instruction or at the latest within any deadline specified. Emails must be checked at least 4 times over each full shift (8 hours including breaks), or at least twice if working a peak hours shift (4 hours) and all instructions must be carried out fully, or passed on to the incoming team member(s) via	As a Customer Advisor, the number of shifts where you will work alone, will be minimal. Where working alone occurs, emailed tasks will be acknowledged by email and completed successfully on the day the instructions are sent. This will include responding to emails, any filling out of spreadsheets, inputting of data and any reporting or communicating back of information. Where this is not possible due to time constraints, any relevant information relating to incomplete tasks, will be	You have stated that you do not require any support at this stage but will let me know if you think of anything that will help. You may have the assistance of any colleagues who will be sharing the shift, if doubled up. You are also free to call your line manager for any support required in getting tasks completed.	This will be reviewed during regular visits, catch ups and via spot checks, I will also be seeking feedback from head office to ascertain if they have received responses to emails within the time specified.	As discussed in EOPR ,in order to pass your probationary period I will need to see evidence that email requests have been consistently actioned/responded to.


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

people performance review
2 messages

Ja > 5 October 2018 at 11:04
To: Fran Delas <fran.delas@ecigarettdirect.co.uk>

I need to review s performance review - can you remind me how to access it, as he is part of 's team not

Thank you :)

—
J
Chairman



t.
e.
w. www.ecigarettdirect.co.uk







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Office Address: 47a Crofty Industrial Estate, Penclawdd, Swansea SA4 3RS

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Fran Delas <fran.delas@ecigarettdirect.co.uk> > 5 October 2018 at 11:22
To:

Hi J

You are down as 's 'additional reports to' so if you go into your team on the left hand side you should be able to select . Scroll down to 'performance' to review any past or open reviews.

It may be easier for me to explain over the phone so give me a call if you need to.

Thanks,

Fran
[Quoted text hidden]
—
Fran Delas
HR Administrator

EV31

Email from Manager confirming employee performance requirements were met

e-cigarette

DIRECT

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

G

- 3 month review

4 messages

G

5 August 2020 at 08:51

Reply-To:

To: Human Resources <

Just wanted to check and see if there's anything you need from me in terms of 's 3 month review. It's 2 weeks away now (that's gone quickly!) so I am trying to be prepared

--

G

Senior Developer

e-cigarette

DIRECT

t.

e.

w. www.ecigarettdirect.co.uk

f

t

in

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

5 August 2020 at 09:07

To:

Cc: Human Resources <

Hi G

If you take a look at the EOPR Head Office review in 's performance tab this will give you some insight as to what will need to be covered.

You need to decide on 4 'role areas' to focus on, these can be competencies or tasks related to the role. Once you have decided on these 4 area's let know so he can begin completing his review on PeopleHR.

If you have any questions please let me know.

Many thanks,

Fran

[Quoted text hidden]

G

18 August 2020 at 15:12

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

Cc: Human Resources <

Hi Fran,

Just to let you know I had the review with today and told him he has passed probation,

We've not set goals at the moment as we want to focus on getting the new site built rather than checking and chasing progress. We will set some if they arise though.

Can you (or someone in HR) do the relevant paperwork for him please?

Thanks,
G
[Quoted text hidden]

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

18 August 2020 at 15:48

To:

Cc:

Hey G

Many thanks for confirming that has passed his probation.

I will upload his confirmation letter today.

Many thanks,

Fran
[Quoted text hidden]

59

Please use the following form to record concerns as soon as they arise. The examples below in red and this text should be deleted before completing.

Date	Issue	Discussion	Link to any evidence
8 February 2019	Flossie did not fill in the daily takings sheet when working solo in store.	I called to February on 9 April to ask why she had not done this. She told me she forgot. I explained that she must do this every night without fail.	Follow up email sent 9 April explaining the daily takings log had not been completed and that it must be complete without fail each night.
12 March 2019	Bob from Head Office visited the store and reported very poor standards. Flossie had been in charge of the shift for the last two days, working with Max who is a Customer Advisor.	I called Flossie on 13 March to ask why the standards were so poor. She told me this was not true and the shop was looking good. I reviewed CCTV and found this was not the case. I reviewed some stills of the store from 12 March with Flossie on 15 March when I visited the store. I reiterated what good looks like, including the shop being clean, organised stock and ensuring the shop floor is clear of rubbish. Flossie agreed that the standards on 23 March did not meet this and agreed she would ensure standards did not slip in future.	Follow up email to Flossie sent on 23 March summarising our discussion and clarifying standard expected going forward. Stills of store standards on 12 March. Email from Bob describing poor standards.

1 April 2019	Two of Flossies colleagues have raised concern that she does not leave handover notes and they are often unsure if tasks have been completed when Flossie has been solo working and is then day off.	I spoke to Flossie on 3 April and asked her what her understanding of leaving handovers was. She said she knew she was supposed to leave them but didn't always have time. I explained that this was non negotiable and that she must always leave a handover if she is not in the next day.	Email sent to Flossie on 3 April summarising our conversation and clarifying that handovers must always be left.
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[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Via PopleHR Only

26 February 2020

Dear [REDACTED],

I refer to our meeting on 13 February 2020 at which we discussed your performance and communication, specifically in relation to prioritising tasks and workload. You have on several occasions failed to ensure new product listings are available to view and purchase online. This has resulted in E Cigarette Direct being placed low on search engines which directly impacts the Company's performance and revenue.

As an IT and E-Commerce Support Assistant the Company does expect you to effectively manage your workload and prioritise tasks in order to provide a good service to our internal and external customers and to meet operational needs.

We agreed that you would nevertheless strive to improve your performance in the following ways:

- Ensure that all high priority and new products (i.e. product launches and products which are not listed on other sites) are listed online on the same day unless there is a critical issue, and that this issue should be communicated to me.
- Ensure that you regularly communicate with your line manager, Gary Bell, Senior Developer regarding your workload.

Given the importance of ensuring products are put online quickly, I would encourage you to work towards improving your performance and I would be pleased to assist you in achieving such improvement. At our meeting, you committed to improving your performance.

We will continue to monitor your performance on an ongoing basis. We hope that our discussions will lead to sufficient immediate improvement in your conduct so that further formal action will not be necessary.

I am confident that our discussions will lead to a sufficient and immediate improvement.

If you wish to discuss any aspect of this letter, please do not hesitate to contact me.

Yours sincerely,

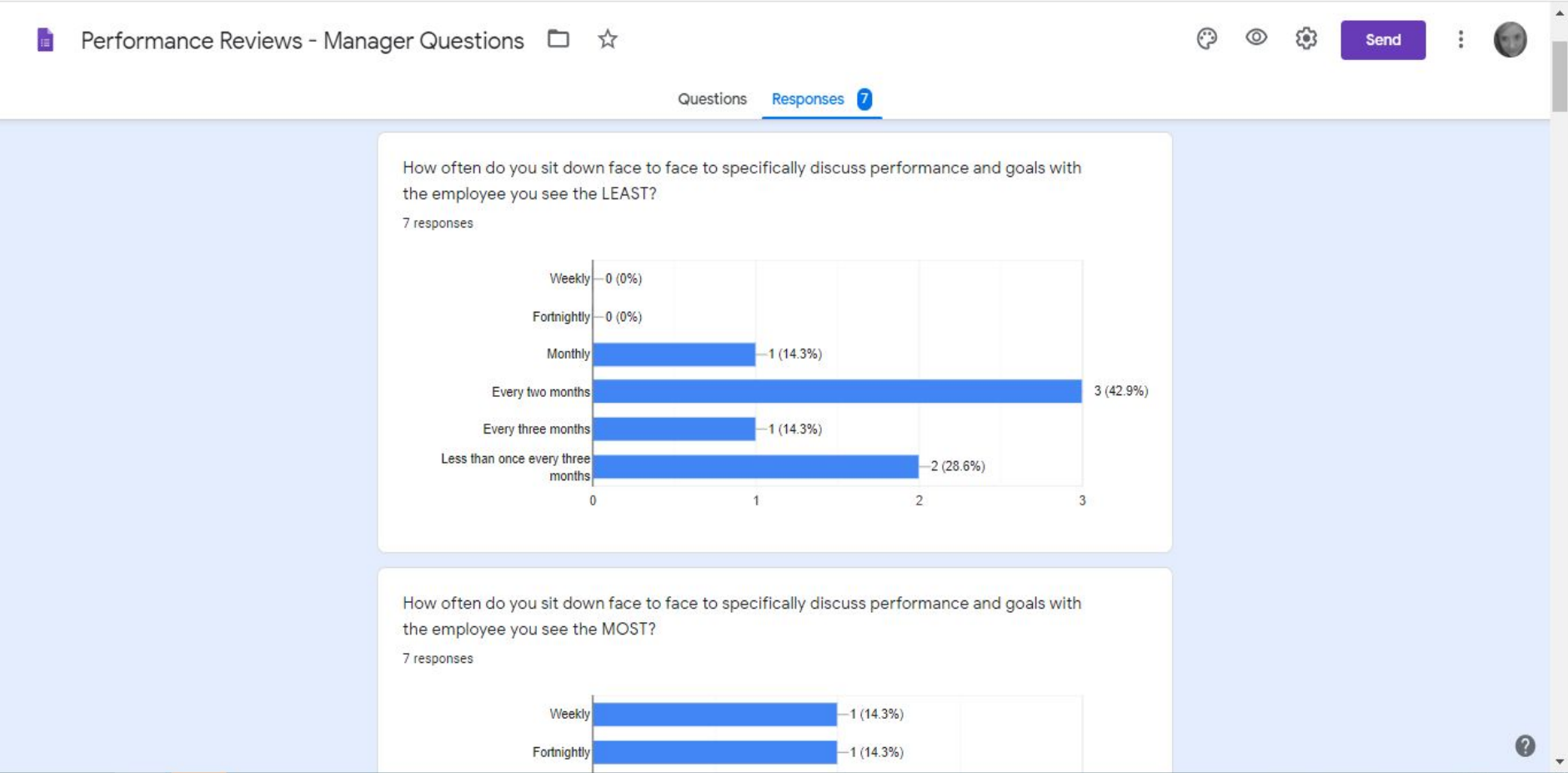
James Dunworth

Chairman

Direct dial 01792 850194

Email: James.dunworth@ecigarettedirect.co.uk

EV34
Extract of Manager Performance Survey Responses



If you are not currently using the goals function on People HR for at least 80% of your team why don't you use it? (Be honest!)

7 responses

time

I have often left the review open so that the SM can consider goals and then input them, but we have then moved the goals into conversations, emails etc - and top up on 1:1s. I find that having goals sitting in a piece of software makes it less accessible. Performance issues are usually at the forefront of the SMs mind and are the focus of conversations.

Use during review process, only occasionally outside of this. Need to use more, store visit priorities. With regards to below is useful but maybe PDP would be more useful.

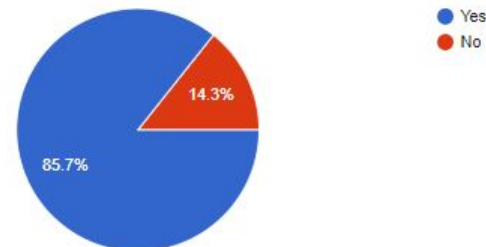
I find PHR to be a viscerally frustrating tool to use in general. My answer to the next one could be better describe as 'Sort of, with some major caveats', but that wasn't an option :)

NA

Because they forget to set goals people after we've discussed them and I am then chasing them to update or review status of goal on going. Usually find they get done when I am due to review them.

Do you think the goal function on People HR is useful?

7 responses



 **Invitation: PeopleHR Manager training @ Thu 20 Jun 2019 10:30am - 11:30am (BST)**
(fran.deias@ecigarettdirect.co.uk)

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

12 June 2019 at 13:01

You have been invited to the following event.

PeopleHR Manager training [more details »](#)

When Thu 20 Jun 2019 10:30am – 11:30am United Kingdom Time

Where Unit 23 Training Room ([map](#))

Joining info meet.google.com/eqq-sqkn-jmk

Or dial: +1 484-424-6830 PIN: 877470607#

Calendar

Who

- fran.deias@ecigarettdirect.co.uk organiser
- !
- !

Going (1) ? **Yes** - **Maybe** - **No** [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this email at the account gary.bell@ecigarettdirect.co.uk because you are subscribed for invitations on calendar gary.bell@ecigarettdirect.co.uk.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to send a response to the organiser and be added to the guest list, invite others regardless of their own invitation status or to modify your RSVP. [Learn more.](#)

 **invite.ics**
2K



Performance Reviews

Managing employees' performance is a continuous process. It involves making sure that the performance of employees contributes to the goals of their teams and the business as a whole. The aim is to continuously improve the performance of individuals and that of the organisation. Good performance management helps everyone in the organisation to know:

- What the business is trying to achieve
- Their role in helping the business achieve its goals
- The skills and competences they need to fulfil their role
- The standards of performance required
- How they can develop their performance and contribute to the development of the organisation
- How they are doing
- When there are performance problems and what to do about them.

As part of our ongoing commitment to the development of our colleagues, we have invested in a system to conduct performance reviews using People HR. This allows you to review performance, as well as set, track and update development goals with your team.

New Starter Reviews

All new starters, whatever their role are on a 3 month probationary period, therefore we need to conduct reviews to check in with their progress:

Mid Term Review	6 weeks after starting
End of Probation Review	At the end of the 3 month probation period

New Starter Review Process

[Click here](#) for the step by step guide on how to complete a performance review on People.

	Timeline
The team member being reviewed needs be sent an email inviting them to complete a self assessment using People. You can trigger this by going into their People profile and in Performance, selecting “Start a New Review”. Please note that previous reviews must be closed before you can start a new review. Alternatively, the employee can request a new review - so you may wish to establish with your team that they will manage their own review timetables (under your supervision). If you have any problems adding reviews, please contact HR	2 weeks before the review date
The team member completes and shares their self assessment using People	Deadline set by line manager
The line manager will receive a notification that they can view the team members self assessment	As soon as the team member has ‘shared’ their self assessment
The line manager completes their assessment of the team member using People	Before the review date
The line manager and team member use the information they have input to conduct the review, agree goals and award an overall grade. Don’t forget to hit the share button so that the team member has visibility of your comments!	During the review

Goals are reviewed and progress recorded in review or logbook	Ongoing
---	---------

Continuous Feedback

It is important that we give our colleagues continuous feedback, as this sits with our Company Values. It is also vitally important that we record any reviews or check ins appropriately.

One option is to complete a full role specific review on People, some staff still prefer to do this as it gives them a framework that they can prepare for. However it is more important to give continuous feedback, such as in the moment feedback & coaching. Please don't 'save up' feedback over time to go over in a full performance review! Another option to record is to use the GROW Check In Performance Review. Alternatively you can record as a 1-2-1 in the logbook (See Logbook section above), remember the most important thing is to record these reviews. Please remember when recording in the logbook as a 1-2-1 that supporting managers may be able to view this.

GROW Check in	As and when required
Role specific Review	As and when required

Help

If you ever need any PeopleHR related help there is a handy help function packed with guides and videos. Alternatively, simply ask Fran!

Customer Advisor Probations Data Report

docs.google.com/spreadsheets/d/1VBVp60IKG3rsQOYWWJNWGERI73LBBOSxug6T5UNCci4/edit#gid=0

20181207 Customer Adviser Probations

File Edit View Insert Format Data Tools Add-ons Help Last edit was 3 days ago

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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

Mystery Shopping Feedback Form.

Name: [REDACTED]	Telephone:
Position:	Shop location: <u>Gloucester</u>

Scores:

- Knowledge: 8/10- good general explanation of products- could still relate it back to customers with the benefits more.
- Upsell: 8/10- upsold to higher end products however failed to mention coil offers.
- Valued Customer: 7/10- Generally ok however could have initiated conversation with a new customer more.
- Sales: 7/10- failed to mention the add on sales- eg. cases, lanyards etc.
- Friendliness: 8/10- very friendly- try to open general conversation more.
- **Overall: 7/10**

Mystery shopper would have bought: Spinner 2 and ETS and 3 bottles of liquid.

General Feedback:

Again an average shopping experience however could go the extra mile to make it an excellent experience.

Strengths:

1. Remembered the eliquid offer.
2. Upsold product
3. Friendly
4. Mentioned about the business, business cards etc.

Areas for Improvement to be made. Targets:

Knowledge has improved but remember to relate it back the benefits for customers, think about the add on sale- what can you offer as an extra sale

Really work on personalising the sale for new customers to build new business.

The above targets have been set out as a result of the feedback from a mystery shopper. These targets are to be achieved and will be assessed by your next mystery shop.

English (United Kingdom)

E-cigarette Direct Reviews

E-cigarette & Vaping Experts since 2008! The latest and greatest in eliquid and vaping hardware. Shop online, or visit in store.

[Visit E-cigarette Direct](#)

Customer Experience (4.9)

Product rating (4.7)

4.9 /5

★★★★★

Based on 5,569 service ratings over the past year

5 ★		5,171
4 ★		236
3 ★		61
2 ★		33
1 ★		68

Customer Reviews

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[About Feefo](#)

[Visit E-cigarette Direct](#)

Customer Photos & Videos

←

→

↺

feefo.com/en-GB/reviews/e-cigarette-direct?displayFeedbackType=BOTH&timeFrame=ALL

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Apps ECigaretteDirect Inbox (37) - fran.dei... HR Room - Chat 2 Gower Enterprises -... People (99+) Human Reso... (99+) Absence - Go... My Drive - Google... Booking.com: 1,417... >>

e-cigarette
DIRECT

E-cigarette Direct Reviews

Visit E-cigarette Direct

feefo

Customer Experience
4.9 /5

Product rating
4.7 /5

Customer Reviews

About Company

About Feefo

Visit E-cigarette Direct

'Great product, great customer service! My go to from now on:)'

Customer service was excellent, I emailed a few times and had the pleasure of speaking to Joey mainly and then Tom a couple of times. I have to say they responded quick and was super helpful! And I LOVE the smok RMP80 if anyone wants a good vape I'd suggest this! Thanks to Joey and Tom for being helpful and your customer service skills on bang on!

Read less

Double Drip Strawberry Laces and Sherbet-0.3%

★★★★★

RPM80 - Smok-Red Stabilizing Wood

★★★★★

Date of purchase: 05/09/2020

👍

Share

Customer Experience

★★★★★

Robert Dye

2 hours ago

'Fantastic Service'

Been using E-cigarette for a couple of years now but since the Covid pandemic I've been ordering online and I have to say that I have found the service and delivery absolutely fantastic.