

Qualification: CIPD Diploma in Applied Human Resources Module

Name: Contributing to Resource and Talent Planning.

Word Count: 4082

Student Name: Sarah Chislett

Student Number: 1810599

CIPD Membership Number: 42778293

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: Sarah Chislett

Date: 26/05/2020

Appendices

1. Griffiths – about us
2. Griffiths – Careers
3. Plans for 2020
4. 2020 Key changes
5. Pre-Recruitment form
6. Email of authorisation
7. Email for agency figures
8. Email to resource team
9. Resource team SLA
10. Weekly new starters form
11. Monthly new starters form
12. New starter pack
13. Weekly contract
14. Monthly contract
15. Starters/leavers
16. Duke of Edinburgh
17. Employee Development plan
18. Stakeholder succession plan 1
19. Stakeholder Success plan 2
20. Careers Fair post on social media
21. Job fair post on social media
22. Celebrating apprentice week
23. Internal vacancies
24. Interview questions
25. Job Advert 1
26. Job Advert 2
27. Interview Feedback
28. Leavers
29. Resignation letter
30. Recruitment Testimony
31. Enhanced approval information
32. Recruitment support email during COVID -19
33. Furlough Plan
34. Generic Furlough letter
35. Furlough Tracker
36. Furlough Script
37. Personalised Furlough letter
38. COVID -19 weekly update
39. Furlough Testimony.

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Sarah Chislett				CIPD Membership/registration No.: 42776293		
Qualification title: CIPD				Unique Learner No. (ULN): 1810559		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to resource and talent planning	1	Griffiths – about us	L01.1		
5ARTP	Contributing to resource and talent planning	2	Griffiths - Careers	L01.1		
5ARTP	Contributing to resource and talent planning	3	Plans for 2020	L01.1		
5ARTP	Contributing to resource and talent planning	4	2020 Key changes	L01.1		
5ARTP	Contributing to resource and talent planning	5	Pre – Recruitment form	L01.2		
5ARTP	Contributing to resource and talent planning	6	Email of authorisation	L01.2		
5ARTP	Contributing to resource and talent planning	7	Email for agency figures	L01.2		
5ARTP	Contributing to resource and talent planning	8	Email to resource team	L01.2		

SARTP	Contributing to resource and talent planning	9	Resource team SLA	L01.2		
SARTP	Contributing to resource and talent planning	10	Weekly new starters form	L01.2		
SARTP	Contributing to resource and talent planning	11	Monthly new starters form	L01.2		
SARTP	Contributing to resource and talent planning	12	New starter pack	L01.2		
SARTP	Contributing to resource and talent planning	13	Weekly Contract	L01.3		
SARTP	Contributing to resource and talent planning	14	Monthly Contract	L01.3		
SARTP	Contributing to resource and talent planning	15	Starters/Leavers	L01.3		
SARTP	Contributing to resource and talent planning	16	Duke of Edinburgh	L02.1		
SARTP	Contributing to resource and talent planning	17	Employee development programme	L02.1		
SARTP	Contributing to resource and talent planning	18	Stake holder succession plan 1	L02.1		

SARTP	Contributing to resource and talent planning	19	Stake holder succession plan 2	L02.1		
SARTP	Contributing to resource and talent planning	20	Careers fair job post	L02.1		
SARTP	Contributing to resource and talent planning	21	Job fair post	L02.1		
SARTP	Contributing to resource and talent planning	22	Celebrating apprentice week	L02.1		
SARTP	Contributing to resource and talent planning	23	Internal vacancies	L03.1		
SARTP	Contributing to resource and talent planning	24	Interview Questions	L03.1		
SARTP	Contributing to resource and talent planning	25	Job advert 1	L03.1		
SARTP	Contributing to resource and talent planning	26	Job Advert 2	L03.1		
SARTP	Contributing to resource and talent planning	27	Interview Feedback	L03.2		
SARTP	Contributing to resource and talent planning	28	Leavers	L03.2		

5ARTP	Contributing to resource and talent planning	29	Resignation Letter	L03.2		
5ARTP	Contributing to resource and talent planning	30	Recruitment Testimony	L03.3		
5ARTP	Contributing to resource and talent planning	31	Enhanced approval information	L03.3		
5ARTP	Contributing to resource and talent planning	32	Recruitment support during COVID -19	L03.3		
5ARTP	Contributing to resource and talent planning	33	Furlough plan	L03.4		
5ARTP	Contributing to resource and talent planning	34	Generic Furlough letter	L03.5		
5ARTP	Contributing to resource and talent planning	35	Furlough Tracker	L03.5		
5ARTP	Contributing to resource and talent planning	36	Furlough Script	L03.5		
5ARTP	Contributing to resource and talent planning	37	Personalised Furlough letter	L03.5		
5ARTP	Contributing to resource and talent planning	38	COVID -19 weekly update	L03.5		

5ARTP	Contributing to resource and talent planning	39	Furlough Testimony	L03.6		
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:		S.Chislett			Date:	26/05/2020

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Contributing to Talent and Resource planning

LO1 - Be able to review and evaluate an organisation's approach to talent planning

Griffiths was founded in 1968 and was a small family run construction business employing around 300 people, in 2018 it became part of the Tarmac group owned overall by CRH (Appendix 1). Griffiths now directly employs nearly 1000 employees and it has seen rapid growth within its industry. In September 2019 Wendy Shatford was hired as the HR manager and in January 2020 me and Amanda Holmes joined the team as HR Advisors.

As with any new team we could instantly see what changes were needed within Griffiths, if you look on the Griffiths website you will see that our pledge to new employees is that you will be joining a company that wholly commits to your training and continued professional development to assist you in achieving your maximum potential (Appendix 2). CIPD state that employer brand is the way organisations differentiate themselves in the labour market (2019). This is a powerful statement for anyone wanting to think about building a career within our organisation and the values of the business are very much centred around its people however we are a far stretch from being in a position to deliver on such a strong statement.

Being part of the Tarmac group is great and they have their own policies and procedures but when Griffiths became a part of this we knew we would have to make this move gradually, as we know people don't always react well to change and there was a fear of this big corporate world that this small family run business suddenly faced. As Kubler Ross stated in their change curve when people go through change, they face shock, denial and anger before they reach acceptance, (Mindtools, 2020) so we always knew that this change was going to be a slow one to be able to achieve success.

As part of our Long-term goal for 2020 (Appendix 3) (Appendix 4) as a team we decided that introducing some basic policies would be key, this included absence, conduct and capability and performance management. We also wanted to look at streamlining the recruitment process, currently we don't have a solid structure for recruiting people internally or externally and with the organisation being a small family run business it is often a case of our stakeholders bringing in people who they know such as a family member or friend rather than someone who is the best person for the job, or someone who is going to help the business stand apart from others, build a brand and give excellent customer/client service (New To HR, 2018).

Our current recruitment process starts with a director filling in a pre-recruitment form (Appendix 5) This form is sent to HR and once we receive it, we send it along with their CV to the managing director to sign off (Appendix 6). The director has asked us to do this so that he can have visibility of who is joining the business however, the reality is they have very little to do with new starters and they use this as a way to manage the process, recently they have been wanting to know data around the increase in recruitment and the decrease in agency workers (Appendix 7). This is already good news for the future changes we are hoping to make as it shows they are starting to think differently. Once this is authorised, we then send vacancies to the resourcing team to advertise the role for us if we don't have a candidate lined up (Appendix 8). The resourcing team have very strict SLA timescales to ensure that recruitment is a priority and is dealt with promptly (Appendix 9). Once

the resourcing team have a pool of candidates to interview, I work with the hiring manager to arrange interviews and support with selecting the best person for the role.

When employees are offered roles within Griffiths, we complete weekly (Appendix 10) and Monthly (Appendix 11) new starter forms to give to payroll, we know from Maslow that a basic need for employees is for their pay to be correct, so we always ensure this is done (Mindtools,2020). We also send out a pack to employees with a new starter sheet so we can get all their details to pass to payroll (Appendix 12) and we send them a copy of their contract weekly paid employees (Appendix 13) and monthly paid employees (Appendix 14) get different contracts however, these contracts are more like cover letters and definitely need work.

Resourcing and talent planning haven't been a key priority for some time, we have so many great people who are leaving the business and moving to competitors that we decided to start reviewing leavers (Appendix 15) and are going to start completing exit interviews ahead of peoples exit date. We have started to offer many great opportunities for people to work within Griffiths such as apprenticeships, learning course and even support with university fees however, we don't do a good job at retaining the great people we have financially supported to kick start their careers. Woodhams states within Talent planning there are four stages Forecasting demand, forecasting supply, identifying the gaps between demand and supply and addressing the gap (2016, pp.58) and I think it would be fair to say at this stage we don't complete any of these enough in any depth.

An article that was written for Construction Magazine UK, states that there is a shortage gap within construction due to the skills required for the job. In 2018 there was a record low of people working within construction. The article also states that this has a large impact on SME (2019). Throughout this article it describes the importance of developing and investing within the construction industry, this is something that Griffiths has started to do. Woodhams states that there are many sources of labour in the market such as job seekers in the local market, national market and international market, individuals who work for other companies but also graduates and school leavers (2016, pp.52). We know from the current situation we are in within construction that we are in a tight labour market with the CIPD Labour Market outlook report stating that in construction 41% have said over the last 12 months it has been hard to fill vacancies (CIPD,2019), however do we need to think differently about who we are recruiting?

The last two year have seen major changes within Griffiths however to ensure that these changes are maintain and are successfully sustained we need to make sure that we get some structure in place. Having recently joined and reviewed where we are at to where we need to be as an organisation my thoughts turn to employee retention which has to be a focus, allowing us to retain great people though succession planning and employee development, we also need to widen the way we recruit how can we ensure we are getting the best people for the job, giving different people the opportunity but also improving the business and its profits. Recruitment processes the different types of interviews, questions and feedback are imperative as currently this doesn't exist along with talent planning looking at the current business, leavers, people who may be retiring and ensure we are ready for the next generation of workforce.

GRIFFITHS

civil engineering and construction

(<https://www.alangriffiths.co.uk/>)

[Home \(https://www.alangriffiths.co.uk/\)](https://www.alangriffiths.co.uk/) > About Us

About Us

Founded in 1968, Griffiths is one of the leading civil engineering and rail contractors working throughout Wales, the midlands and south-west England.

We currently have an annual turnover of circa £225m and directly employ a well-trained, dedicated and highly competent workforce of over 1,000. Our strong client base includes Welsh Government, Network Rail, Highways England, local authorities, Utility Companies and selected private sector organisations.

By putting the needs of our clients first we deliver the optimum solution. Our professional, collaborative approach combined with our value-engineering expertise is proven to add value whilst minimising disruption and other adverse impacts. This ensures we consistently deliver successful frameworks and award-winning projects on time and to budget.

We pride ourselves in providing the "personal touch" establishing and maintaining mutually beneficial and long-term relationships at all levels within client organisations, throughout the supply chain and with stakeholders.

As a regional company, we have an inherent interest in the social, economic and environmental well-being of the areas within which we live and work. We invest in these local communities through every project we undertake.

In 2018, Griffiths became part of Tarmac Plc, the UK's leading sustainable building materials business and a wholly owned subsidiary of CRH.

CRH is the world's leading building materials companies – employing over 77,000 people across 3,100 locations worldwide and with a turnover of £26.8 billion. Our position within this group provides us with access to a wealth of national and international experience and the opportunity to share innovations.

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(<https://www.alungriffiths.co.uk/>)

Home (<https://www.alungriffiths.co.uk/>) > Careers

Careers

By working with us at Griffiths you will be joining a Company wholly committed to your training and continued professional development to assist you in achieving your maximum potential.

We offer exceptional opportunities throughout the Company with scope for you to develop your career working alongside a team of professional experts to mentor and support you.

Our ethos is that all of our employees contribute to our continued success and achievement of our objectives. As a prospective employee you will possess the required qualifications and experience where applicable, enjoy a challenge, be flexible, a team player and have the gravitas to successfully apply commitment to your own professional development.

Whilst much of our recruitment is focused on commercial roles, we frequently recruit for support positions based at our head office. We offer a range of opportunities from those just embarking on their Career with an Apprenticeship or Graduate program, to those looking for that all important next Career move.

Equal Opportunity Employer

We are committed to the principles of equality of opportunity. We aim to ensure that no employee or job applicant receives less favourable treatment on the grounds of gender, age, disability, religion, belief, sexual orientation, marital status, or race. The company is committed to the equal and fair treatment of all employees and job applicants.

Current Opportunities

CHOOSE CATEGORIES



CHOOSE LOCATIONS

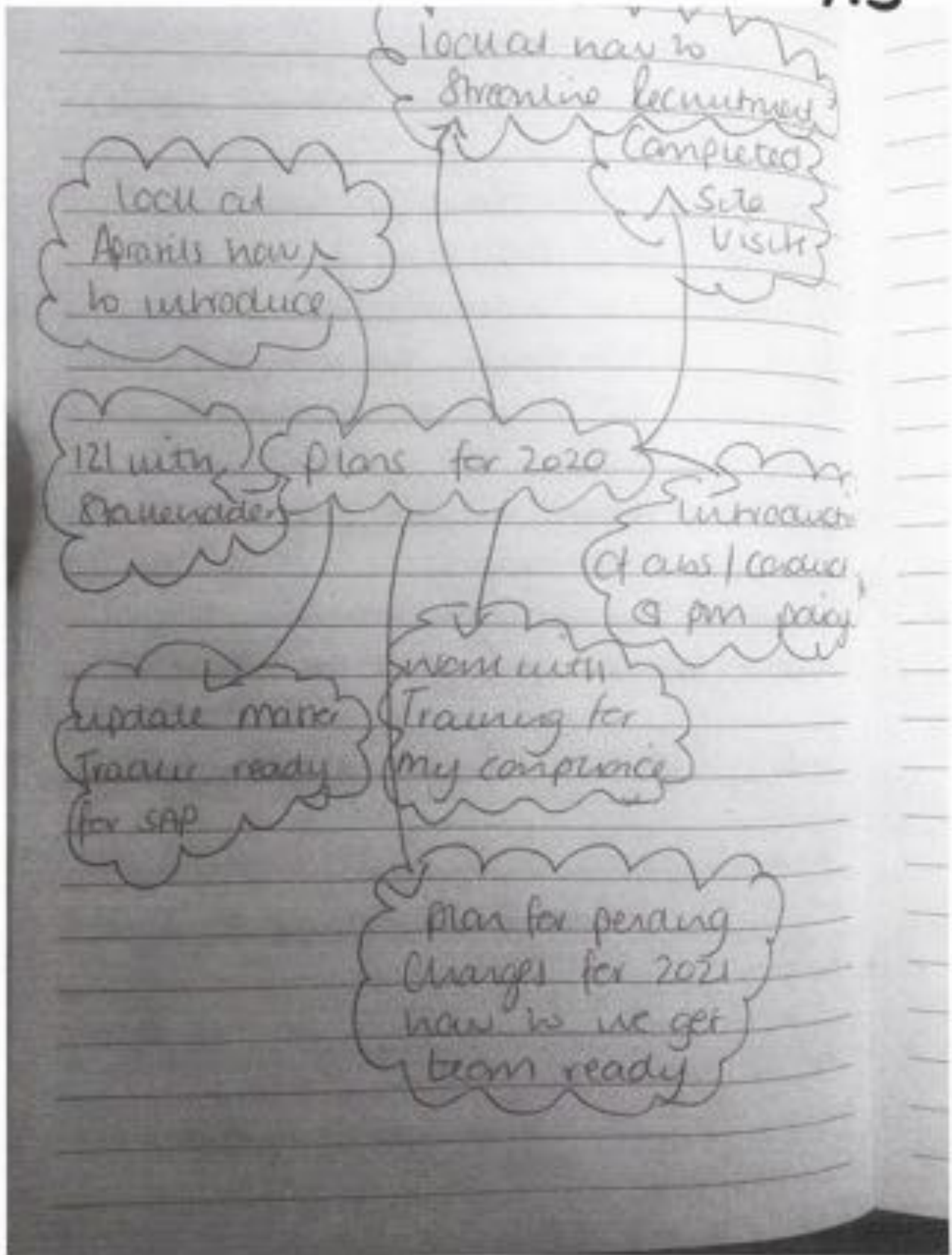


SEARCH

CPCS Tester (<https://www.alungriffiths.co.uk/careers/cpcs-tester/>)

Abergavenny

Privacy - Terms



2020 Key Change's

There will be some key changes which you may have already started to see.

We have started reviewing and updating various forms and processes which are ready for implementation from March 2020

We will also shortly be rolling our new policies, covering various topics such as investigations, disciplinary's, grievance and an absence policy, which includes Return to Work Forms, Trigger points and a Procedure to manage absence.

We are also looking to implement a career enhancement programme, including appraisals and a structured method to help and support you in your current role or with your future career.



Job Title:**Site/Office:****Replacement/Additional Position** *[delete as appropriate]***Proposed Salary:****Car Benefits:** Yes /No - Allowance/ Company *[delete as appropriate]*

Provide details:

Proposed Start Date:**Requesting Manager:****Date:****Reason for Request:****Authorising Director:****Authorised:** Yes/No *[if no, provide brief explanation]***Date****Authorised MD****Date****Requesting Manager notified:** Yes/No**Date:**

After completion, this form should be submitted to HR for processing

Issue No:	02	Date:	27.07.18
Approved by:	IMS Controller	Document owner:	Environment

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ALG

Chislett, Sarah

From: Morgan, Anthony
Sent: 27 February 2020 17:00
To: Chislett, Sarah
Subject: Re: Authorisation

Hi Sarah,

These are approved.

I'm in next on Monday. I'll sign the paperwork up then.

Regards

Anthony

Sent from my iPhone

Anthony Morgan
Managing Director

O +44 1873 857 211
M +44 7702 632 027
anthony.morgan@alungriffiths.co.uk

Waterways House, Mether Road, Llanfist, Abergavenny, Monmouthshire, NP23 5PE, United Kingdom

www.alungriffiths.co.uk



On 27 Feb 2020, at 15:59, Chislett, Sarah <sarah.chislett@alungriffiths.co.uk> wrote:

Hi Anthony,

I hope you're well.

Can I ask for your support and in authorisation the attached vacancies please?

Kind Regards

Sarah

Sarah Chislett
HR Advisor

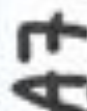
D +44 1873 857 211
M +44 7977 280 403
sarah.chislett@alungriffiths.co.uk

Waterways House, Merthyr Road, Llanfist, Abergavenny, Monmouthshire, NP23 5PE, United Kingdom

www.alungriffiths.co.uk

<Works Manager.pdf>

<AGC-F39 PRE-RECRUITMENT AUTHORISATION - Senior QS SE Wales.docx>



Chislett, Sarah

From: Chislett, Sarah
Sent: 27 February 2020 13:16
To: Evans, Benjamin
Subject: RE: Data

Hi Ben,

Hope you're well,

Do you have any update on this please?

Thanks

Sarah

From: Evans, Benjamin <benjamin.evans@alungriffiths.co.uk>
Sent: 20 February 2020 09:17
To: Chislett, Sarah <sarah.chislett@alungriffiths.co.uk>
Subject: RE: Data

Morning Sarah,

Not sure how close we can get figures wise but I'm currently compiling the agency spend. Will get something back to you early next week.

Cheers

Ben

Benjamin Evans
Resourcing

D +44 1873 857 211
M +44 7812 003 100

benjamin.evans@alungriffiths.co.uk

Waterways House, Merthyr Road, Llanfist, Abergavenny, Monmouthshire, NP23 6PE, United Kingdom

www.alungriffiths.co.uk



From: Chislett, Sarah <sarah.chislett@alungriffiths.co.uk>

Sent: 19 February 2020 10:08

To: Evans, Benjamin <benjamin.evans@alungriffiths.co.uk>

Subject: Data

Hello,

I am after a favour please?

Have you got agency figures for 2017,2018 and 2019 please?

If not then no worries but can you let me know either way please?

Thanks

Sarah

Sarah Chislett
HR Advisor

D +44 1873 887 211

M +44 7877 280 403

sarah.chislett@alungriffiths.co.uk

Waterways House, Merthyr Road, Llanfist, Abergavenny, Monmouthshire, NP23 6PE, United Kingdom

www.alungriffiths.co.uk



A8

Chislett, Sarah

From: Hayes, Rachel
Sent: 03 March 2020 14:04
To: Chislett, Sarah
Subject: Fw: Vacancies
Attachments: Vacancies NW.pdf; Vacancy NW 2.pdf

Good Afternoon Sarah,

Hope you are well,

Thank you for sending across the details.

I will get in touch with Owain regarding the above vacancies.

Many thanks

Rachel

[Rachel Hayes - LinkedIn Profile](#)

Rachel Hayes
Resourcing Advisor

017483351306
M 07483351306
rachel.hayes@elemental.com

Portland House, Bickenhill Lane, Solihull, Birmingham, West Midlands, B37 7YQ, United Kingdom
www.elemental.co.uk



Tarmac is the UK's leading sustainable
building materials and construction solutions company

From: Resourcing Mailbox <resourcing@tarmac.com>
Sent: 03 March 2020 10:33
To: Hayes, Rachel <rachel.hayes@tarmac.com>
Subject: Fw: Vacancies

Kind Regards
Resourcing Team
Tarmac

resourcing@tarmac.com

www.tarmac.com



Tarmac is the UK's leading sustainable
building materials and construction solutions company

Resourcing Mailbox

resourcing@tarmac.com

www.tarmac.com



Tarmac is the UK's leading sustainable
building materials and construction solutions company

From: Chislett, Sarah <sarah.chislett@alungriffiths.co.uk>
Sent: 03 March 2020 10:29
To: Resourcing Mailbox <resourcing@tarmac.com>
Subject: Vacancies

Hi,

I have attached 4 vacancies can I ask for your support in advertising these please? Owain Thomas is the recruiting manager.

Thanks

Sarah

Sarah Chislett
HR Advisor

D +44 1873 637 211
M +44 7977 280 403
sarah.chislett@alungriffiths.co.uk

Waterways House, Marthyr Road, Llanford, Abergavenny, Monmouthshire, NP23 5PE, United Kingdom

www.alungriffiths.co.uk



Target Service Levels for Resourcing Hub

Activity	SLA
Vacancy received & discussed with Hiring Manager	48 hours
Briefing of suppliers and/or Advertising	24 hours
CV responses including direct sourcing form Linked In, CV Library etc.	Up to 2 weeks (direct advertising)
Resourcing screen and shortlist	72 hours
Hiring Manager to review shortlisted CVs and provide feedback	48 hours
Telephone interview	48 hours
Schedule and complete interviews	1 - 2 weeks' notice to candidates (for permanent roles)
Resourcing feedback on interviews from Hiring Manager	48 hours after final interview
Resourcing close assignment and provide MI to hiring manager	5 days

(Completion by Recruiter)

1. Employee Name:	
2. Address:	
3. Date of Start:	
4. Job Title:	
5. Permanent/Fixed Term Contract:	
6. Hourly/Weekly Rate:	
7. Additional e.g greasing:	
8. Reporting to:	
9. Site:	
10. Signed Recruiting Manager:	
Date:	
11. Additional:	

Issue no:	1	Date:	03.06.18
Approved by:	IMS Controller	Document owner:	Human Resources

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1. Name:	
2. Address:	
3. CV Attached: (Mandatory)	
4. Position:	
5. DOS:	
6. Replacements/Additional:	
7. Reporting to:	
8. Salary:	
9. Additional: (Transport)	
10. Probationary Period 3/6 Months/Other (Please specify opposite)	
12. Notice Period:	
14. IT Equipment (Please specify) Desk Top/Lap Top/Mobile Phone	
Signed Recruiting Manager	
Date	
Signed Director (Mandatory)	
Date	

HR USE ONLY.	
Contract/UK Eligible/New Starter Form.	
IT Advised	
Howard Rees Copied	

Issue no:	01	Date:	02.05.18
Approved by:	BMS Controller	Document owner:	Human Resource

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EMPLOYEE NEW STARTER FORM**PERSONAL DETAILS**

Surname:	
Christian Names:	
Date of Birth:	
Address:	
National Insurance Number:	
Home Telephone Number:	
Mobile Telephone Number:	
Next of Kin:	
Relationship of Next of Kin:	
Contact Telephone Number of Next of Kin:	
GP Name and Surgery:	
GP Telephone Number:	
Any known Medical Conditions/Allergies/Reaction to Medication:	

BANK ACCOUNT DETAILS

Name of Account Holder:	
Name of Bank/Building Society:	
Address of Bank/Building Society:	
Sort Code:	
Account Number:	
Building Society Roll Number:	



Previous Status

1. Were you recruited through an agency? (if yes, please specify).	
2. Were you previously registered as unemployed?	
3. If yes, what benefits were you claiming?	
4. For what period were you unemployed?	
5. If you were not previously unemployed what were your circumstances? (eg student, working for another company).	

We are requested/obliged to supply such statistical information when tendering for work with certain local authorities.

Office Use Only

Job Title _____

Job Status _____

Start Date _____

STATEMENT OF PARTICULARS OF TERMS OF EMPLOYMENT

1	Name of Employer	ALUN GRIFFITHS (CONTRACTORS) LTD
2	Employer's address	Waterways House, Merthyr Rd., Llanfoist, Nr. Abergavenny, Mon. NP7 9LN
3	Name and Address of Employee	[REDACTED]
4	Job Title	Chain Person
		The Job Title is not definitive, alternative work may be required
5	Your employment began on: Your continuous employment began on:	16 th July 2018. The position is subject to a 3 month probationary period 16 th July 2018
6	On the date of issue of this Statement your rate of pay	No employment with any previous employer counts as part of your continuous employment £8.50 Per Hour
		Your pay is paid weekly in arrears every Friday, details will be shown on payslip and any changes will be notified. Overtime and any rate variation will be notified or agreed in advance.
7	Your normal hours of work are:	From: 8.00 AM To: 4.30 PM
		This excludes breaks; specific working times are to be agreed at site. During each working day you are entitled to a 30 min break for lunch classed as non-working to be agreed with your site manager.
8	Place of work – if different to above and/or variable Collective Agreements	Variable There are no Collective Agreements affecting the terms of your employment.
9	You are entitled to 21 days paid holiday to be taken annually in addition to public holidays.	
10	The statutory entitlement in relation to sick pay will apply.	
11	The amount of time as notice of termination of your employment that you are entitled to receive is 1 week per each full year of employment up to 12 years. 12 years or more – 12 weeks notice. The notice you are required to give ourselves is 1 week per full year of employment or as otherwise agreed.	
12	A copy of the disciplinary and grievance procedure is available from your Manager or the HR Manager. The HR Manager is contactable on 01873-857211.	
13	Pension and Pension Scheme – The company operate an Auto-Enrolment Pension Scheme. Subject to your eligibility the Company Pension Scheme providers People's Pensions will contact you directly. If you have any queries on this please contact Karen Smith on 01873-857211.	
14	The Company reserves the right to put you on short-time working or lay you off work when, for operational or other reasons it is, in the opinion of management, appropriate to do so. Management may alternatively require you to undertake any other available work, in such circumstances.	
15	At any time during your employment you may be transferred from one job or site to another job or site as required.	
16	Alun Griffiths (Contractors) Ltd will take all reasonably practicable steps to ensure your health & safety while at work. You must take reasonable care for the health & safety of yourself and others while at work and you must comply with the Company Safety Policy.	
17	I acknowledge receipt of the above statement of particulars of the terms of my employment.	
	Signed by the Employee:	[Signature Box] Date: [Date Box]
	Signed on behalf of the Employer:	[Signature Box] Date: [Date Box]

04/02/2020
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]**Re: Staff Appointment – Operations Manager**

With reference to your recent discussions in respect of the above position we are pleased to offer you the position of Operations Manager with the following conditions of service:

DATE OF START AND SALARY

Your date of commencement into this position is Monday 1st June 2020. Your salary is [REDACTED] per annum paid monthly direct to your bank by bacs on the third Thursday of each period. A periodic review of salaries is made taking into account personal performance and overall company profitability.

HOLIDAYS

In addition to Bank Holidays there are five weeks holiday per year which are usually taken with one week at Christmas, one week at Easter and the remaining three at your nomination. We are totally flexible on this issue and individual requirements are normally met without difficulty.

WORKING HOURS

In this appointment no specific periods are applicable and it is expected and accepted that you will maximise your endeavors on Company business in a manner compatible with your position. Generally site core hours are between 8.00am and 5.30pm, however flexibility is the key issue under this heading to achieve agreed objectives and accordingly working hours are dictated by requirements.

PENSION ARRANGEMENTS

In order to encourage more people to save for their retirement, all employers are now required by law to provide a workplace pension scheme for eligible employees to contribute. You will automatically be enrolled into our Aegon company pension scheme providing you meet the following criteria:

- You earn over £192 per week (or £833 per month)
- You are aged 22 or over and
- You are under state pension age

Both the company and you will pay contributions into the scheme each pay period providing you meet the above criteria. Currently we, as your employer will contribute 5% and will require a 3.2% contribution from yourself. You can however opt out of the pension scheme if you wish.

CAR ALLOWANCE

The company will pay you a car allowance of £7,500 per annum payable over 12 months. A fuel card will be provided for business purposes only (private mileage is not payable).

NOTICE

A Three-month notice period in writing on either side is required.

PROBATIONARY PERIOD

The position is subject to a 6 month probationary period.

SICKNESS BENEFIT

For the first year we maintain full salary for one month where upon subsequent benefits are state benefits. Following one years' service the Company would maintain full salary for three months and then half salary for the following three months maximum in any one period of sickness within a three year cycle.

PRIVATE MEDICAL INSURANCE

You will receive Medical Insurance cover under the terms of the company scheme at a level commensurate with your band. Entitlement to this benefit ceases on termination of employment with the employer.

Private Medical Insurance is subject to the rules of the scheme from time to time in force and the employer may withdraw.

ANNUAL INCENTIVE SCHEME

You are eligible to participate in the Employer's annual incentive scheme, with a maximum bonus opportunity of 15% of your base salary (pro-rated in line with time spent in role over a calendar year).

The incentive scheme will be based on appropriate mix of performance measures and targets commensurate with your role and grade in the business and that will be determined by the Employer and communicated to you in due course.

Please note that this scheme, and your participation in it, is discretionary and does not form part of your contractual terms.

I enclose two copies of this offer of employment. Would you please sign and date one copy, retaining the other copy for your records. Please return the signed copy in the envelope provided.

We look forward to welcoming you to Alun Griffiths (Contractors) Limited.

Yours sincerely

For and on behalf of Alun Griffiths (Contractors) Limited

Sarah Chislett
HR Advisor

I, [REDACTED] hereby accept this offer of employment as detailed.

Chislett, Sarah

From: Holmes, Amanda
Sent: 26 March 2020 10:55
To: Emma Hughes
Cc: Chislett, Sarah
Subject: RE: Starters/leavers March 20

Hi Emma

Please see below, thank you for your patience:

New Starters

Weekly	5051			2/3/2020	
Monthly	111061			2/3/2020	Purchase Ledger Clerk
Monthly	111064			5/3/2020	Construction Manager
Monthly	111068			16/03/2020	Project Manager
Monthly				23/03/2020	
Monthly	111062				Office Manager
Weekly				23/03/2020	Apprentice Groundworker
Weekly	5058			9/3/2020	Ganger
Weekly	5055			9/3/2020	General Op
Weekly	5056			9/3/2020	Ganger
Weekly	5057			9/3/2020	skilled op
Weekly	5054			9/3/2020	General Op
Weekly	5052			2/3/2020	Plant Op
Monthly	111067			12/3/2020	Office Manager
Weekly				16/03/2020	Excavator Op
Weekly	5059			9/3/2020	Trainee QS

Weekly	5060	[REDACTED]	[REDACTED]	9/3/2020	Plant Op
Weekly		[REDACTED]	[REDACTED]	2/3/2020	Plant Op
Weekly		[REDACTED]	[REDACTED]	16/03/2020	Excavator Op

Leavers

Monthly	4750	[REDACTED]	[REDACTED]	6/3/2020	Trade Supervisor
Weekly	4919	[REDACTED]	[REDACTED]	20/03/2020	Plant Operator
Monthly	GOD NC	[REDACTED]	[REDACTED]	30/03/2020	Quantity Surveyor
Monthly	MAN DR	[REDACTED]	[REDACTED]	3/4/2020	SHEQ Advisor /Rope Access Co-ordinator
Weekly	4919	[REDACTED]	[REDACTED]	20/03/2020	

Kind Regards

Amanda

Amanda Holmes
HR Advisor

☎ +44 1873 887 211
M +44 7772 604 047
amanda.holmes@alungriffiths.co.uk

Waterways House, Merthyr Road, Llanfoist, Abergawenny, Monmouthshire, NP23 5PE

www.alungriffiths.co.uk



From: Emma Hughes <elh@jamesanduzzeil.co.uk>
Sent: 25 March 2020 16:19
To: Holmes, Amanda <amanda.holmes@alungriffiths.co.uk>
Subject: RE: Starters/leavers March 20

Tomorrow am if possible?

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

Having recently moved into this role these recommendations were something that we as a newly formed team have been thinking about since joining Griffiths. We know that we have great employees but retaining them isn't always so easy. As a business we want people to feel as though they have an opportunity to build a career and that we want to invest in them as individuals not just for employer's gain. We have recently been advertising for employees to take part in a duke of Edinburgh award, this award is for the gold award and all time off and activities is fully funded by the business. We feel as these kinds of events allows employees to gain essential life skills all of which will help shape them as they build their future careers (Appendix 16). We have also been advertising an Employee development programme, this programme is aimed at anyone within the business to get involved with a business project. Last year the topic was mental health and off the back of this project the company has invested in 100 mental health first aiders (Appendix 17). Personnel today states that having mental health first aiders is a way of educating line manager to support with excluding employees (2012) and this is something we really wanted to embrace.

Whilst we have these great initiatives for employees and we hope that this would support with employee engagement and retention (CIPD,2019) what we really struggle with in getting people to think about their futures, what good looks like a succession plan for future development within the organisation. We really need to find a way to showcase all the great things that Griffiths do with regards to development, engagement and culture and be able to get employees engaged. We were hoping to launch an employee voice this year but due to the current situation this has had to be put off, but hopefully this can be a good starting point when things return to normal.

Recently we have been affected by COVID –19 and as a business we needed to find a way to see who could step into our stakeholders place should they become effected personally by COVID –19, the hope that most stakeholders would have a succession plan in place and would be able to easily pull together data for who could deputise for them however the inconsistent data we received showed that our stakeholders were not all in the same place when it comes to succession planning (Appendix 18) (Appendix 19). CIPD states that succession planning focuses on identifying and growing talent for the future (2020). We are looking to complete the personality tests with all stakeholders to get a better understanding of how they work and hopefully we can use this as part of their development and get them thinking 'who can be the next me?'.

Recruitment needs to become a key focus, as stated previously it would be easy as if you knew someone who worked at Griffiths you would get the job, often family and friends was the easiest way into this business, but as we know from the CIPD Labour Market report construction is struggling to hire the right people, and as we are currently in a tight Labour Market we need to think about our talent pools and where are future workforce are coming from. We recently decided to start attending careers fairs (Appendix 20) and job fairs (Appendix 21) to help support with recruiting future apprentices (Appendix 22), this is a great opportunity to give young people a great start into a future career and also an opportunity to look at the complete employee life cycle from pre recruitment, through recruitment to developing to be our future leaders and when the time comes to them leaving whether for a different opportunity or through retirement (Lyons,2019).

With giving external people opportunities, we need to think about how we can support with internal promotions too. We need to make sure we are fair and consistent in our approach with managing

vacancies ensuring we follow best practice to give everyone an opportunity to view all current vacancies available (Woodhams, 2016, pp.60). Something that we are trying to implement is advertising job descriptions alongside vacancies, this isn't as straight forward as it should be as we don't have job description written for all roles at present, but we tested this recently. With the support of the finance manager we were able to publish jobs with job descriptions on our local intranet (Appendix 23). Going forward this is the approach we would like the business to take, it's clear and concise employees know exactly what is expected of them and when it comes to appraisals they know what it is they should be working towards but also ensures the right person has been hired for the right job, it allows to specify for any qualifications needed for the role and will help justify who has been successful or unsuccessful for the role (Brannen, 2016).

The whole recruitment process within Griffiths isn't as smooth as it should be, the internal process needs work with job descriptions for each role however the same needs to be completed for external roles also. When you are hiring for lots of different roles you should be able to ensure if your hiring 10 people for the same job, they all are given the same objectives to work towards, this makes it fair and easier to manage. When hiring employees externally it is important to consider employer branding the way you present yourself making people want to come and work for your business. I believe Griffiths does this well, but we need to ensure we remain true to what we are advertising as word of mouth could have a negative impact on the future of the business (Woodhams, 2016, pp.68).

Looking into the whole process we wanted to be able to look at how we can make sure we are fair and consistent so we have introduced a set of questions when interviewing that are linked to our values (Appendix 24). We have also looked at different ways in which we can advertise vacancies from company website (Appendix 25) to social media (Appendix 26). Looking at the whole process we thought it would also be good to provide feedback to unsuccessful candidates so have produce a letter allowing the candidate to get feedback on their interview (Appendix 27). People management state that poor interview experiences can have a negative effect on the employee's relationship and the organisations brand (2019), so hopefully by implementing these processes are to enable us to have a more structured and positive approach when dealing with recruitment.

We know that Woodhams has a four stages approach to talent planning include organisations future demand for skills, what skills the organisation will have in the future, identifying the gap between demand and supply of skills and making plans to fill the gaps (Woodhams, 2016, pp.58). Having a better insight into our employees, their demographic, skills and attributes will significantly increase our ability to talent planning. We have recently launched a training system called my compliance which we can input all our employees detail and their training past and present, this was only introduced in January this year so once that is fully updated will be a good starting point to see exactly who works in our business and the skillset they bring with them.

Since starting with Griffiths, we have been monitoring all starters and transfers this gives us the ability to understand who is joining our business is there an trends who is leaving and their reason for leaving and to understand how we can start to build our talent pool (Appendix 28). Leavers are becoming our main focus, as stated we invest financially a lot in employees and want to be able to retain great people. We are looking to complete exit interviews but as soon as someone hands in their notice we are going to complete a SAfE conversation, this conversation is about understanding why the employee is leaving and if we can do anything to retain them, if we can't we then produce a letter accepting their resignation (Appendix 29) ahead of the exit interview on their last day. The exit interviews have not been signed off yet, however Glassdoor states that it is important to complete

exit interviews as it gives opportunities to develop, gives insight into any issues, keeps you up to date and strengthens employee brand (2017).

Hopefully by implementing some of the above recommendations we should start to see more structure come in Griffiths, we should be able to look at trends in the workforce, how we can prepare for an aging workforce and to be able to retain great talent within our business whilst protect and enabling our brand.



Duke of Edinburgh Awards

We are now looking for applicants who would be interested in taking part in this year's Duke of Edinburgh Award.

To be eligible to take part in this scheme you must be under the age of 23 and in an entry level role (e.g. apprentice/groundworker). Eligible employees should have received a letter from Tarmac inviting applications.

Applications must be submitted to dofe@tarmac.com by no later than **Friday 6th March 2020**.

Employee Development Programme

This programme is for future leaders across all levels.

Last year we had 6 people enroll on our employee development programme, where teams of delegates from across the Tarmac group are given a business project. Our delegates from Griffiths did a fantastic job with their topic on Mental Health and led to one of our employees being invited to the House of Lords as a guest during mental health week to listen to a talk on the subject.

We are running this programme again this year and we would like to get more Griffiths employee's involved.

If you are interested in taking part, please express your interest to you direct manager in the first instance who will then let HR know.



[illegible]

Management Cover

Manager	Contact no	Cover Manager	Contact no
Richard ~~Wentworth~~	~~0000000000~~	Carwyn ~~Wentworth~~	
Carwyn ~~Wentworth~~	~~0000000000~~	Richard ~~Wentworth~~	
Mark ~~Wentworth~~	~~0000000000~~	Simon ~~Wentworth~~	
Simon ~~Wentworth~~	~~0000000000~~	Mark ~~Wentworth~~	~~0000000000~~
Nevill ~~Wentworth~~	~~0000000000~~	Carl ~~Wentworth~~	~~0000000000~~
Iain ~~Wentworth~~	~~0000000000~~	Paul ~~Wentworth~~	~~0000000000~~
Rhys ~~Wentworth~~		Ian ~~Wentworth~~	~~0000000000~~
Ian ~~Wentworth~~		Rhys ~~Wentworth~~	~~0000000000~~
Rob ~~Wentworth~~	~~0000000000~~	John ~~Wentworth~~	~~0000000000~~
Neil ~~Wentworth~~	~~0000000000~~	Darren ~~Wentworth~~	~~0000000000~~
Neil ~~Wentworth~~		Gary ~~Wentworth~~	~~0000000000~~
Neil ~~Wentworth~~		Simon ~~Wentworth~~	
Neil ~~Wentworth~~		Nibin ~~Wentworth~~	~~0000000000~~
Chris ~~Wentworth~~	~~0000000000~~	Brent ~~Wentworth~~	
Ian ~~Wentworth~~	~~0000000000~~	Simon ~~Wentworth~~	
Rhys ~~Wentworth~~		Nevill ~~Wentworth~~	~~0000000000~~
Rhys ~~Wentworth~~		Shane ~~Wentworth~~	~~0000000000~~
Lee ~~Wentworth~~	~~0000000000~~	Barry ~~Wentworth~~	~~0000000000~~
Barr ~~Wentworth~~	~~0000000000~~	Leighton ~~Wentworth~~	~~0000000000~~
Neil ~~Wentworth~~	~~0000000000~~	Dean ~~Wentworth~~	~~0000000000~~
Craig ~~Wentworth~~	~~0000000000~~	Christian ~~Wentworth~~	~~0000000000~~
Neil ~~Wentworth~~	~~0000000000~~	Barry ~~Wentworth~~	~~0000000000~~
Nathan ~~Wentworth~~	~~0000000000~~	Mike ~~Wentworth~~	~~0000000000~~
Mike ~~Wentworth~~	~~0000000000~~	Craig ~~Wentworth~~	~~0000000000~~
Mark ~~Wentworth~~	~~0000000000~~	Alex ~~Wentworth~~	~~0000000000~~
Lee ~~Wentworth~~	~~0000000000~~	Adam ~~Wentworth~~	~~0000000000~~
Lee ~~Wentworth~~	~~0000000000~~	Rob ~~Wentworth~~	~~0000000000~~
Adam ~~Wentworth~~	~~0000000000~~	Lee ~~Wentworth~~	~~0000000000~~
Rob ~~Wentworth~~	~~0000000000~~	Lee ~~Wentworth~~	~~0000000000~~
Jake ~~Wentworth~~	~~0000000000~~	Gary ~~Wentworth~~	~~0000000000~~



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Griffiths

@AlanGriffiths

We are out on site already this morning getting all gangs working.
Last night we attended @KingHenrySchool Careers Fair.
It was great to speak to so many students interested in Civil Engineering and the #apprentice route.
#NAW20 #FireItUp #LookBeyond

8:56 AM · Feb 7, 2020 · Twitter Web App

1 Retweet · 5 Likes



Relevant people

Griffiths

@AlanGriffiths

Official Twitter Engineering, C Contractor for Wales and the

KHS Abergavenny

@KingHenryS

Respecting The Future

What's happening

COVID-19 - LIVE

COVID-19: China commits billion to fight the pos

170K people are Tweeting...

#UlyssesMentalHealth

Partners with Mental Health

Promoted by Ulysses Bar

Sarah Childers
@sarahchilders





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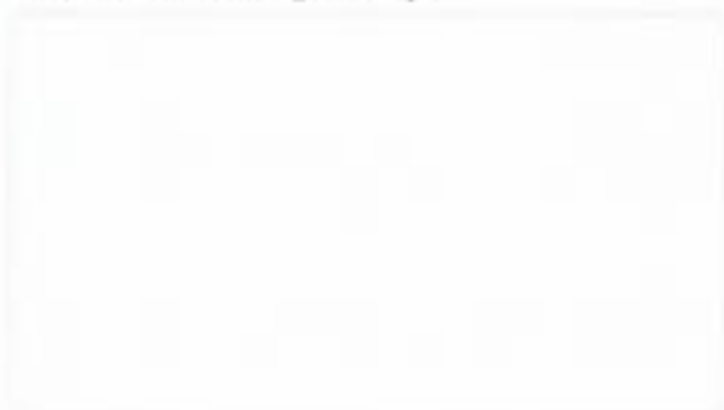
More

Tweets

Tweet

Griffiths
@AlunGriffiths

Today we attended our first @SOHCharity Jobs Fair at Canton Rugby Club. It was a fantastic event and we met some great people seeking employment in Cardiff. Thanks to @sewhighways for the invite. @cardiffcouncil @WG_Economy



3:17 PM · Dec 4, 2019 · Twitter Web App

4 Retweets · 14 Likes



Jason Muhammad @jasonmohammed · Dec 4, 2019
Replying to @AlunGriffiths, @SOHCharity and 3 others
Go via Radyr lads?



Jean A Monk @JeanAMonk · Dec 4, 2019
My thoughts exactly.



1 more reply

Lancastria Group @LancastriaGroup · Dec 9, 2019
Replying to @AlunGriffiths, @SOHCharity and 3 others
We're glad you had a successful event!



Relevant people

Griffiths
@AlunGriffiths
Official Twitter
Engineering, C
Contractor ops
Wales and the

SchoolofHard
@SOHCharity
School of Harc
changing prog
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sewhighways
@sewhighways
South East Wa
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What's happening

COVID-19 · List
COVID-19: China com
billion to fight the pa
170K people are Tweeting

#LepidoliteMHWK
Partners with Mental He
Promoted by @lydia_bar

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COVID-19 Tweets from
authorities

Trending in United Kingdom
Size 10
8,428 Tweets

Trending in United Kingdom
Paul Merson

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Sarah Chislett
@sarahchislett85





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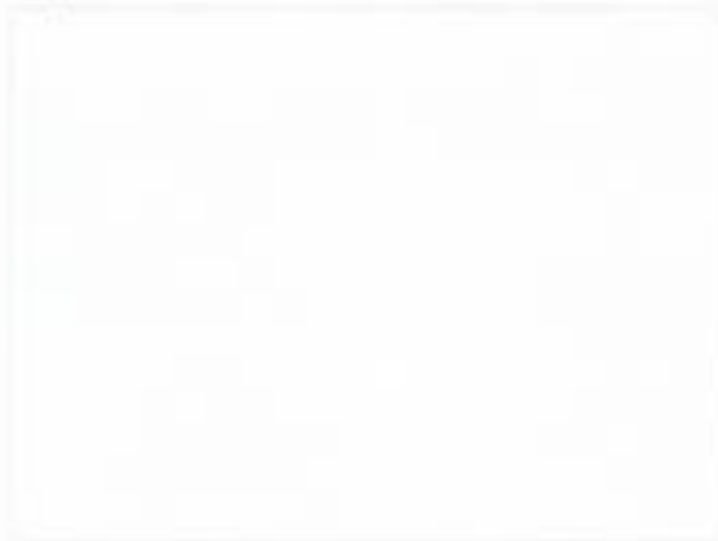
More

Tweets

Griffiths

@AlanGriffiths_

Last Friday, as part of National Apprentices Week, we presented our first Annual Gerald Davies #FutureGenerations Award to Jake Turberville. The award will recognise significant career progression of young employees across the business each year. Congrats Jake.



9:25 AM · Feb 10, 2020 · Twitter Web App

1 Retweet · 15 Likes



A22

Relevant people

Griffiths

@AlanGriffiths_

Official Twitter
Engineering, C
Contractor op
Wales and the

What's happening

COVID-19 - UK

COVID-19: China com
billion to fight the p
170k people are Tweeting...

#UlyssesBankMIND

Partners with Mental He
B. Promoted by Ulysses for

COVID-19 - UK

COVID-19 Tweets from
authorities

Trending in United Kingdom

Size 10

5,425 Tweets

Trending in United Kingdom

Paul Merson

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Sarah Challen
@sarahchallen



A23

Internal Vacancy - Finance Department



Shatford, Wendy
HR Manager

We have some exciting internal opportunities within our Finance department. Please refer to the Job Descriptions for more information on each of the roles.

If you are interested in applying for any of these roles, please forward your CV and cover letter to careers@alungriffiths.co.uk to be received no later than midday on Friday 20th March 2020



Job title

Division

Functional Area

Direct Report

Senior Manager - Treasury

Griffiths

Contracting

Finance Director

Purpose of the role

- The role is to support the Finance Director and Management Team to lead the treasury function, drive process efficiency, lead policy implementation, maintain liquidity and control of cash and cashflow within the business.
- The initial focus will be to develop and implement policies with alignment to Tarmac and CRH, supporting the controls and governance framework.
- Close control over cash, cashflow and cash forecasting is a critical element of the role, leading, advising and taking a direct responsibility for liquidity driving positive performance in cashflow.
- To understand all the key levers and business drivers to improve cashflow, and positively influence decisions alongside the FD, Finance Controller and business leadership team.
- To lead the credit control and cash collection function, managing credit risk and a strong focus on credit management.
- To develop, innovate and embed improvements in cash and cash flow.
- To manage, develop, motivate and provide leadership to the cash and credit team, embedding a culture of right first time and continuous improvement.
- To develop strong working relationships and collaboration with Key Stakeholders, including Tarmac, to deliver a wider business understanding and greater impact.

Key tasks and responsibilities

Strategy

- To support the Finance Director in embedding a culture of Continuous Improvement and Process Efficiency, providing training, coaching and mentoring to up-skill the cash and credit

to ensure the business is well positioned for the future.

Key tasks and responsibilities (cont'd)

Job Description: Senior Manager - Treasury

Key tasks and responsibilities (cont'd)

Governance and Control

- Ensure compliance to group policies, processes, efficiency and compliance with SOx requirements.
- Assessment of EU risks and opportunities on bid.
- Management of implementation of an ongoing in Business.
- Adoption and control of all group treasury policies.

Key stakeholders

- Finance Director
- Regional and Area Management Team
- SOx Champion (National)
- Tarmac Shared Service Centre and Treasury Team
- Griffiths Senior Finance Team
- Commercial leads and wider commercial team.

Direct reports:

- Credit Team
- Accounts payable Team

Indirect reports: None



Job Description: Financial Controller

Job title	Financial Controller – Griffiths
Division	Contracting - Griffiths
Functional Area	Finance
Direct Report	Finance Director – Griffiths

Purpose of the role

- To be a key business partner to the Griffiths senior team and lead in the preparation of the monthly financial and management accounting function
- To support the statutory audit process, linking in with both internal and external audit partners
- To ensure governance and compliance are adhered to with SOx, accounting standards and rules of business, and are in line with group requirements
- To be responsible and manage Capex applications and requests through to Group
- To be responsible for the provision of effective timely and accurate financial and management information being produced, providing insight and challenge to the Griffiths team on financial and business KPIs and contract performance
- To be manage the budgeting and forecasting cycles and ensuring that there is business accountability through the process
- To support the Finance Director with their requirements and be a key lead in the preparation of monthly performance measures, challenging the business and driving performance
- To lead month-end accounting of Griffiths results and responsible for management of balance sheet reviews, controls, provisions and reconciliations
- To be responsible for month end timetable and provision of monthly results in line with Group requirements
- To maintain a close working relationship with Senior Manager for Treasury and Process & Systems Improvement Manager as part of the senior finance leadership team in Griffiths.

Key tasks and responsibilities (cont'd)

Governance and Control

- Ensure compliance to group policies, processes efficiency and compliance with SOx requirements
- To be responsible for balance sheet reviews on process
- To support the development of an Operating M across the business – Link to Group Finance, C

Leadership & team development

- Coach and manage direct reports and drive a h
- Ensure team objectives, personal development performance reviews are held with team memb

Other

- To undertake adhoc financial support to Finance
- To manage the capex budget and capital requ Business Leadership Team to ensure any cap

Key stakeholders

- Finance Director, Griffiths
- Griffiths Senior Finance Leadership Team
- Griffiths Regional Directors and leadership team
- Griffiths Commercial & Operational Leads
- Tarmac Contracting Head of Finance
- Internal / External audit
- Direct reports: Management Accountant x 2 &

Griffiths Contracting - Griffiths Contracting Team

Candidate Name: _____ Date of interview: _____

Interviewer: _____

Introduction

Can you please talk me through what you know about Griffiths?

Could you please talk me through your CV?

Values:

1. One of our group values is collaboration, please provide an example of when you worked as part of a successful team
2. Within Tarmac we want to understand what motivates and drives you and makes you proud. What is your 'why'?
3. Another Value we have is 'ambitious', can you please tell me why you have applied for this role and how it fits with your career ambitions?

The Role:

4. Can you please give me an example of when you had to organise and prioritise workload? What was the situation, how did you determine what to prioritise?
5. The role entails dealing with lots of enquiries. Could you please give me an example of when you went above and beyond expectations when dealing with customers/clients?
6.

General:

7. What are your salary expectations for the role?
8. What is your notice period?
9. Do you have any pre-booked holidays I would need to be aware of if you were successful?
10. Right to Work documentation

Outcome

Strengths:

Areas for Development:

Interview outcome: Offer/Hold/Progress to Next Stage/Decline

Alun Griffiths (Contractors) Limited
HR Advisor (Full Time – Permanent)

Are you looking for an opportunity to join a leading business? If the answer is YES, Griffiths are recruiting in Abergavenny, Monmouthshire and this could be the ideal role for you.

At Griffiths, our people are our company. The way in which we treat people – both our employees and the communities in which we live and work – is a core value that has driven our continued growth over the past five decades. We also have huge ambitions for the future and want to continue our growth and innovation to remain at the leading edge of our industry.

We are a Welsh regional civil engineering and construction contractor based in Abergavenny. Operating out of regional centres across Wales and England we construct new roads, bridges and railways as well as maintaining existing developments.

We're looking for people who share the ambition and pride in their work that Griffiths prides itself on to join our team of over 900 employees. As part of a national Tarmac business which sits within the global CPH family, the career opportunities are limitless.

Joining our team as an HR Advisor you will be entitled to a highly competitive basic salary and a great range of benefits including:

- Enhanced holiday entitlement
- Contributory pension scheme
- Company car or allowance
- Access to discount and share scheme initiatives
- Endless training and development opportunities

Who are we looking for?

A tenacious and credible HR generalist with the ability to foster relationships at all levels. You will need a strong understanding of employment law, combined with a sound working knowledge of HR policies and practices. This coupled with the ability to work with, and influence key stakeholders, you will have the ability to provide pragmatic HR advice, applying commercial acumen where needed.

Being organised and happy to take a hands on approach is the key to success. We are a growing business and often need to react to multiple projects to ensure the continued success of our people and our business.

Reporting to, and working closely with, the HR Manager this small team will be leading the way for people development, wellbeing and ethical practice across the Griffiths business. Seeing people from a diverse range of backgrounds helps us grow our forward-thinking business. As such we would like to see people from diverse backgrounds and experiences.

What's more important is that you demonstrate our core values (customer service, professional and collaborative, value adding and our people) and have a good attitude to work. We need individuals to be safety conscious, reliable, good team players and be prepared to work in a fast paced environment.

What will I be responsible for?

We are looking for someone who really wants to make a difference and be involved in everything within the employee cycle. Working closely with the HR Manager, you will be responsible for supporting a head count of around 900 employees across multiple-sites. Key areas of focus will be HR compliance and ER case work as well as maintaining accurate and trackable people records and data. You will also get involved in recruitment, on-boarding and payroll duties.

In addition to this, you will support the HR Manager in delivering group initiatives covering everything from performance management to L&D strategies to talent management and succession planning.

Flexibility to travel to multiple sites across the business is a core requirement of this role.

If you feel you have the skills and attributes required to excel in the role of HR Advisor, we want to hear from you.



CPCS Tester

Alun Griffiths (Contractors) Ltd • Abergavenny, Gll

Posted 3 months ago • Be among the first 25 applicants



9 connections work here

Save

Apply

CPCS Tester

Abergavenny

Alun Griffiths (Contractors) Ltd is a leading Civil Engineering and Construction company working across Wales, the English Border Counties and South West England. We have a vacancy for an in-house construction plant Tester/Trainer to undertake plant training and assessments for our workforce as well as maintaining CPCS cards for our experienced operators. The Tester/ Trainer will be responsible for ensuring that the highest standards of competency are maintained on all of our sites.

Responsibilities

Seniority Level

Entry level

Industry

Construction , Building Materials ,
Civil Engineering

Employment Type

Part-time

Job Functions

Engineering , Information Technology

A27

Private and Confidential

Name

Address

12th December 2019

Dear Name

Re: Unsuccessful Following Interview

Thank you for attending an interview as part of our selection process for the role of [position]. The calibre of candidates was very high. I regret to inform you that unfortunately on this occasion you have not been successful.

Please feel free to contact [Name], [role] if you would like any feedback.

Thank you again for the time and effort spent applying for this position. We would encourage you to apply for any suitable positions which may arise in future.

Yours sincerely

Name

Role

Leavers

W/C

Monthly/Weekly Paid	Code	First Name	Surname	Date of Leaving	Role
JANUARY					
Weekly	4826	[REDACTED]	[REDACTED]	29/01/2020	Receptionist/Cost Clerk
Monthly	PAR VJ	[REDACTED]	[REDACTED]	30/01/2020	Purchased Ledger - Supervisor
FEBRUARY					
Morrison's TUPE Monthly	7004	[REDACTED]	[REDACTED]	6/2/2020	
Monthly	111041	[REDACTED]	[REDACTED]	8/2/2020	
Weekly	3855	[REDACTED]	[REDACTED]	14/02/2020	
Weekly	4987	[REDACTED]	[REDACTED]	14/02/2020	Groundworker
Monthly	POO M	[REDACTED]	[REDACTED]	14/02/2020	
Monthly	111031	[REDACTED]	[REDACTED]	15/02/2020	Bid Manager
Monthly	MAT C	[REDACTED]	[REDACTED]	20/02/2020	Resource Manager
Weekly	4971	[REDACTED]	[REDACTED]	21/02/2020	
Monthly	MCX RDG	[REDACTED]	[REDACTED]	23/02/2020	
Monthly	LIS ES	[REDACTED]	[REDACTED]	28/02/2020	Works Manager
Weekly	4904	[REDACTED]	[REDACTED]	26/02/2020	Plant Operator
Monthly	BAL A	[REDACTED]	[REDACTED]	29/02/2020	SHEQ Manager
Monthly		[REDACTED]	[REDACTED]	29/02/2020	Head of SHEQ
MARCH					
Monthly	4750	[REDACTED]	[REDACTED]	6/3/2020	Trade Supervisor
Weekly - Reinstated	4919	[REDACTED]	[REDACTED]	20/03/2020	Plant Operator
Monthly	GOD NC	[REDACTED]	[REDACTED]	30/03/2020	Quantity Surveyor
Monthly	MAN DR	[REDACTED]	[REDACTED]	31/03/2020	SHEQ Advisor /Rope Acces Co-ordinator
APRIL					
Monthly		[REDACTED]	[REDACTED]	3/4/2020	Engineer
Weekly		[REDACTED]	[REDACTED]	23/04/2020	
May					
Weekly	1299	[REDACTED]	[REDACTED]	15/05/2020	General Op

A28

Email Address	Line Manager	Function	Area/Contract	Reason For Leaving
codie.rowley@alungriffiths.co.uk	Ian Thomas		St Athen	[REDACTED]
vivienne.pavons@alungriffiths.co.uk	Gemma Davies	Head Office	Finance	[REDACTED]
samantha.bennett@alungriffiths.co.uk	John Evans			
	Kerry Williams		Anglesey	[REDACTED]
sita.ford@alungriffiths.co.uk	Huw Llewellyn			[REDACTED]
ceri.mathias@alungriffiths.co.uk	Ian Grimstead	Rail		[REDACTED]
	David Dando			
eddie.issmore@alungriffiths.co.uk	Andy Jenkins	Rail	GPL	[REDACTED]
	Debbie Williams	Civils		[REDACTED]
gail.bella@alungriffiths.co.uk	Paul Percival		SHEQ	[REDACTED]
Paul.percival@alungriffiths.co.uk	Anthony Morgan		SHEQ	-
Peter.inglis@alungriffiths.co.uk	Jason Shannon	Rail		[REDACTED]
N/A	Ben Evans		Resourcing	[REDACTED]
nick.godsal@alungriffiths.co.uk	Adam Morgan	Rail	GS	[REDACTED]
david.manners@alungriffiths.co.uk	Jason Moore	SHEQ		[REDACTED]
laurie.cummings@alungriffiths.co.uk	Jake Tuberville	Civils		[REDACTED]
N/A	Robert Morgans	Civils		
N/A	Paul Ellaway	Infra	St Yard	[REDACTED]

Private & Confidential

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

17th February 2020

Dear [REDACTED]

Re: Resignation Acceptance

It is with regret that I acknowledge and accept your letter of resignation dated Monday 10th February 2020. I can confirm your last date of employment will be Friday 14th February 2020 and any accrual of holidays will be paid in your final pay.

I would like to take this opportunity to thank you for your contribution and services to the company and wish you all the very best in your future endeavours.

Should you have any queries or concerns on any aspect of this letter please do not hesitate to contact me.

Yours Sincerely,
For and on behalf of
Alun Griffiths (Contractors) Ltd

Amanda Holmes
HR Advisor

LO3 – Be able to contribute to people resourcing activities

My Role within Griffiths as a HR Advisor means that I actively play a role within talent planning and resourcing, all new starter documentation is processed by myself and my colleague Amanda. We action all prerecruitment forms, reviewing CVs and taking these to the Managing director for authorisation before completing the contract and new start pack for the employee joining the organisation and passing their details to payroll. If a Stakeholder asks us to advertise a vacancy that they do not have a candidate for we also liaise with the recruitment team and ask them to advertise the vacancy for us. When there is no candidate lined up for the role the recruitment team also support with first stage telephone interviews which is a big help for the recruiting manager. We support with interviews and selection criteria ensuring we have the right person for the job. This recruitment process can sometimes be very demanding with having to complete this for as many as 20 new colleagues per week. The contracts vary depending on whether they are weekly or monthly paid and also for more senior roles there are some different terms and conditions such as private health care or care allowance. This procedure is often very time consuming as contracts are legally binding (Appendix 30)

Over the last three months as an organisation we have been affected by COVID-19, unfortunately the need to understand who we were recruiting at this time and the demand for their role was in question. Obviously due to the unprecedented circumstances and the fact that 50% of our site were due to close on a temporary basis we had to highlight this to our owners in CIPD (Appendix 31). The decision was then made as to who were going to go through the recruitment process to start and who's roles were going to be put on hold until we could agree a start date (Appendix 32). This process was very difficult as we knew that we would get audited by the HMRC so we could not start an employee and put them straight onto Furlough however we didn't want to damage the relationship with the employee before they started, we kept open communication with the employees effected and gave them a direct number to HR so they could speak to us at any point and as soon as we had authorisation we could get them started in Griffiths (CIPD,2020).

With Furlough being such a new entity and there being no legislation around it we did our best to ensure we kept to best practice at all times ensuring we were treating fair employers, educated ourselves by reading documents from CIPD around the furlough scheme (2020), we also used the Gov website for parental leave (2020) and the ACAS website to gain a better understanding of what Furlough meant long term (2020) all of these reliable sources of information helped up with information, guidance and templates to ensure we looked after our colleagues as best as we possible could. This was not something we could plan as we were uncertain as to what we were dealing with, but we did our best to forward think and arrange what we knew we could during such uncertain times (Appendix 33).

It soon became apparent that COVID-19 was going to affect us and the way we operated, and we had to change the way in which we worked. Myself, Wendy and Amanda decided that the best way was to split our team and take it in turns to work from home and work from the office meaning that we were reducing the risk of potential infection, we then had to implement this staggered method for all our office-based workforce. This meant lots of planning, meetings organising of equipment all in a very short space of time. We soon had trackers for our trackers and every day was call after call from employees what does this mean for us, can I come to work, I have symptoms what should I do etc, then the announcement came that the schools were going to close and we had people worried about their childcare and their pay, as 3 individuals who hadn't been with the business 6 months soon had 1000 people looking to us for answers.

From the 23rd March 2020 we now had to do all this from home, every day at 8am we would join a conference call where the 3 of us would discuss cases from the previous day, anything that was a focus for that coming day and decided, who was going to make contact with employees who were off with symptoms, who were off with childcare and who was going to do complete the trackers. This went on amongst many other phone calls from concerned employees for a few weeks before we began to furloughing people. Furlough the job retention scheme brought in by the government to support with COVID-19 (CIPD,2020) has without a doubt saved our organisation from what would be a very scary situation. It was decided that a generic letter was sent to all employees of Griffiths explaining what furlough meant for the if they were to be affected by this (Appendix 34). We wanted to complete this letter as so many people were uncertain and didn't have the same understanding and felt this was the easiest way to deliver a consistent message.

When we started looking at who in our organisation would be furloughed we pulled together a basic tracker to understand if they were weekly or monthly paid, the date they were furloughed and the date they returned from furlough this helped us keep track of all our employees but also supported payroll with the processing of furlough payments (Appendix 35). We then had to work on a script for our stakeholders to use when informing affected employees of the furlough (Appendix 36). We completed this as we wanted the message to be consistent to all employees. This brief was then followed up by a personalised letter sent to each affected employee informing them of the change and the impact it would have on their wage (Appendix 37). Whilst the letters were completed centrally we still had to look at the change in people's wages and keep communication flowing and this was a lot of this work to be completed by three people was a very big ask, it meant lots of collaboration and many long days but ultimately working through such unprecedented circumstances has given a very new team a great bond and has shown us in a very credible light within our organisation. Following on from the uncertainty and colleagues being furloughed Griffiths has produced a weekly newsletter to update employees who are in work and who are on furlough of some of the key changes that are happening (Appendix 38). It is important to keep the communication with employees as we want to keep their trust and don't want it to have a negative impact on employee engagement or the culture of the business (CIPD,2020).

Looking back over the past 10/12 weeks I think it's fair to say that this whole process has been one like none of us have ever experienced before, it's been a whirlwind of information, fear and uncertainty but finally it feels as though we are coming out of the other side. No one could predict what COVID-19 meant for anyone how they would be affected, if they would display symptoms what having a underlying issue meant for them when they would next be allowed to go to work or have lunch in the portacabin with their work colleagues, but what this has taught me is that I am resilient, capable, supportive and can deal with pressure a lot better than I thought. Starting a new role is never easy but starting a new role and 2 months in being faced with a pandemic is unthinkable but I feel as though I am part of a great team albeit a small team, we work well together, and our stakeholders already know our worth. I want to be able to keep growing this great area of our business and get back to our plans of turning a good business into a great one with the support of HR (Appendix 39).

For the business I would like to think that our colleagues felt that we supported them the best we could, there were a few who were hesitant to the fact that they had to go to work but like a lot of other keyworkers we were guided by the government and the professionals and we implemented social distancing to ensure that workers were safe on sites. Having reflected on this whole process I think it's fair to say that throughout this whole process our employee's interests were at the forefront of our decision making, we kept communication flowing throughout and ensured that

employees pay was not affected. If we were to go through a scenario like this again obviously we would have some experience and it would be a smoother journey for our employees but at this stage our employees are now slowly returning to work from Furlough and thanks to the government scheme they have a job to return too.



Witness Testimony - Wendy Shatford, HR Manager, Alan Griffiths (Contractors) Limited - 'Griffiths'

Sarah Chislett joined my team on 27th January 2020 as HR Advisor (generalist) and the following is a testimony of the activities that Sarah has been involved with in relation to recruitment since joining.

Griffiths are an acquired business currently integrating into a large corporate group.

Recruitment

As we integrate into the group ways of working, as soon as a position becomes available, Sarah received the pre-recruitment request form from the hiring manager and will then seek approval from the Managing Director.

When approval has been obtained, Sarah will then liaise with the group resourcing team, informing them to the key requirements for the role and any specific competencies or qualifications the hiring manager is looking for. The team then post the vacancy onto the group online applicant tracking system. Sarah will then liaise with the hiring manager to support sifting candidates and accompanying the manager to the interviews using the standard interview templates and scoring criteria.

Once all candidates have been interviewed, Sarah will support the hiring manager with the selection of the most suitable candidate for the role, she will then update the resourcing team on the outcome and provide feedback in preparation for any requests for the unsuccessful candidates.

Sarah will then produce the offer letter and welcome pack, using the standard corporate template documents.

Wendy Shatford
HR Manager
20th May 2020

Recruitment which needs enhanced approvalInfra – Due to Start

Was due to start a week on Monday. Simon has asked if we can put him straight onto Furlough as he will need him on day one.	Site Engineer	Windsor	06/04/2020	1 Month Notice 6 month Probation
Was due to start a week on Monday so Owen Thomas wants to put him on Furlough.	Site Agent Joe has requested to still start, however at point we place people on furlough he would voluntarily take unpaid leave for the period.	North Wales	20/04/2020	1 month notice 3 month Probation
(R15 Transfer) Adrian has said that his contract will be pulled but there could be a cost saving as we will still be paying as a sub agent.	Works Manager	Dolyhir Quarry	06/04/2020	1 Month Notice 3 month Probation
Was due to start Monday so Owen Thomas wants to put him on Furlough.	Works Manager Damen has requested to still start, however at point we place people on furlough he would voluntarily take unpaid leave for the period.	North Wales	30/03/2020	1 Month Notice 3 month Probation
As we had not heard anything, and was informed the offer had not accepted offer, email sent rescinding offer, we subsequently received email from Nick Cleary saying that he was due to start on 6th April.	Site Agent Gwilym – could potentially defer start by 3 weeks, however will confirm on Monday. Gwilym is going to be working on the ASS job and would be involved in design and investigation work, still planning to start works when control measures are in place.	North Wales	06/04/2020	1 month Notice 6 month Probation

Rail

Shaun said that the following are all key roles and will be working on live projects where workers are not likely to be placed on furlough

due to start Monday 30th March under Ian Roberts as Commercial Manager - £74.5k + £6K CA (Contract signed) – Notice period 3 months

██████████ due to convert from contractor to employee on Monday 30th March under Jason Shannon as Site Agent - £55k + £6k CA (No contract signed but had an email on Monday to say it has been posted back) – **Notice period 1 month – cost saving if transfer to become and employee**

██████████ due to convert from contractor to employee on Monday 6th April under Stuart Barnes as P-Way CRE - £65k + £6k CA (Contract signed) – **Notice period 1 month – cost saving if transfer to become an employee**

██████████ due to start Monday 13th April under Ian Roberts as Quantity Surveyor - £36.5k + £6k CA (Contract signed, also I believe there is an agreement that the company will pay his degree, I can get more information from Ian if required) – **Notice period 1 month**

██████████ due to start Monday 1st June under Shaun Thompson as Operations Manager - £85k + £7.5k CA (Off top of my head I cant recall if contract has been signed as he is on 3 month notice period and his file is in work) – **Notice period 3 months**

A32

Chislelett, Sarah

From: Chislelett, Sarah
Sent: 02 April 2020 14:07
To: [REDACTED]
Cc: [REDACTED]
Subject: ST

Hi [REDACTED],

I hope you're keeping well.

We have an answer for [REDACTED], at this stage we still want [REDACTED] to join Griffiths so it would be a case of deferring his start date (I cannot give a date as to when this will be unfortunately) I know for [REDACTED] this isn't what he wants to hear however as you are aware we are dealing with unprecedented circumstances so we are literally taking each day at a time.

We are not offering [REDACTED] his notice period pay as this would mean that he would not be able to join Griffiths when things settle down, this is our decision as a business and not [REDACTED] to make I am afraid.

Please can you let [REDACTED] know we will be in contact as soon as we can to give him a start date but until then, I would best advise [REDACTED] to see if he is entitled to any form of benefits as his last company will not revoke his resignation.

Kind Regards

Sarah

Funnings - Plan Endray

- W/c 2nd March Split rooms into 2 I want in the I want at home & relate.
- Arrange for VPN for wages & additional laptops
- W/c 16th March - All staff need to provide name & site detail of standing.
- 23rd March all staff who can work from home must.
- Look at social distancing & see what sites can remain open.

PRIVATE & CONFIDENTIAL

30 March 2020

Dear

We are all aware that the public health crisis brings unpredictable changes on a daily basis, so it is no surprise that this crisis has now threatened some of our normal operating practices, which we have worked to maintain for as long as possible.

The past few weeks have been nothing short of outstanding in how colleagues have adapted. We have seen operational colleagues keeping our sites running to keep Britain running. We have seen colleagues working hard to do their normal duties from home. We have seen numerous examples of teams collaborating and supporting each other as people adapt to new ways of working and try to balance work and family demands.

Our focus is now on effecting a safe, controlled shutdown of many of our sites, retaining only those which will form a critical resilience network established to maintain support to vital industries and emergency infrastructure work while demand exists.

We do this to ensure that our people are staying at home, following the requirement to keep themselves and others safe against the spread of this virus.

We do this so that a small number of sites can keep running safely, with colleagues able to work apart and maintain social distancing, to supply materials for essential works and to support the strategic road network. Our group products and services are used to keep Britain's roads running safely; in water and waste treatment; on the rail network; in the steel industry; in food and pharmaceutical applications, and in fertiliser and animal feed used by Britain's farms. These sectors are all playing a vital role in how Britain is responding to the COVID-19 crisis.

And we do this in a way that balances our workforce with the hugely reduced demand for our frontline and back office support services. Griffiths will continue to serve the essential supply requirements of these sectors, while operating in strict accordance with government and public health guidance. We will keep this position under review as the situation continues to evolve.

With many sites now closing, this means that many employees are now not working. In response to the Covid-19 situation, Griffiths has identified that certain employees will need to be "furloughed" for a period of time. Being furloughed does not mean you have been made redundant. It means that you are standing aside for a period of time, not working, but receiving a percentage of your normal base pay. At the end of this furlough period we intend you will return to your normal duties.

This means that we intend to class our furloughed people who are not working because demand has reduced due to the Covid-19 outbreak.

The detailed document sent alongside this letter covers more information about furlough arrangements including pay.

You may have read about the government's support package which enables us to pay furloughed employees 80% of base salary while they are not working. I believe it is Griffiths' responsibility to support all of our employees as best we can through this period of uncertainty. To this extent we will be providing furloughed employees with financial support beyond what the government scheme provides, if 80% of your base salary exceeds £2,500 per month. All employees will receive 80% of their full base salary during a period of furlough. Where this sum equates to less than £2,500, once the final details of the government scheme are known we will confirm whether a proportion of any other regular earnings can be paid.

Again, details of this and other benefits are included alongside this letter. The finer details of the government's scheme are still being finalised and communicated and, of course, Griffiths will ensure as a minimum that it complies with all elements as required by HMRC.

You will be notified if you then go on furlough, and again when we wish to bring you back into work.

When this crisis passes – and it will pass, if we all observe the rules on social distancing and staying at home if it is not possible to work from home – we will bring people out of furlough in the same controlled way as we shut sites down.

When that time comes, we may need to move people around sites and ask them to work from a different location, so that we can keep key operations running.

I am proud that we have gone further than required in the early stages of the outbreak. We have focused on supporting our people in protecting themselves and others from the spread of the virus.

Our focus must now turn to protecting the long-term health of our business, so that in turn we protect lasting employment.

We have worked hard to manage and reduce costs at the corporate level, with all our businesses applying a spending handbrake. We are being relentless in collecting cash – something we have an excellent record in when our teams approach year-end. We have paused recruitment for all but business-critical roles.

In addition, the Tarmac Excom have volunteered to take a 25% cut in salary for the next three months. They understand our responsibility to lead this great business through this unprecedented challenge and stand beside colleagues who are also seeing a reduction in pay while furloughed. The leadership teams continue to work tirelessly to manage the impact that this crisis will undoubtedly have on our business.

Griffiths is a sustainable business made up of outstanding people. We have come together to weather recent storms caused by political uncertainty and market downturn. The break in the clouds that we saw earlier this year has now closed again, as delivery of the expected infrastructure projects slows in response to this health crisis.

I ask you again, now, to come together and follow the rules to protect yourself, your loved ones, and our NHS, as we deal with this public health crisis.

With my best wishes for you and your families,

A handwritten signature in black ink, appearing to read 'Anthony Morgan', with a horizontal line underneath.

Anthony Morgan
Managing Director, Griffiths

	A	E	C	D	L	M	P
1	Code	Payroll Entity	First Name	Surname	Furlough Status	Effective Date of Furlough	Furlough End Date (where applicable)
2	5034 AGC Weekly				Phase 1	4th April 2020	
3	4880 AGC Weekly				To be furloughed	10th April 2020	3rd May 2020
4	7001 MorrisonUS Monthly				Continue Working throughout		
5	111052 AGC Monthly				Continue Working throughout		
6	AIT JDC AGC Monthly				Phase 1	6th April 2020	
7	5050 AGC Weekly				Continue Working throughout		
8	4481 AGC Weekly				Continue Working throughout		
9	ALL J AGC Monthly				To be furloughed	9th April 2020	12th May 2020
10	4819 AGC Weekly				Continue Working throughout		
11	4900 AGC Weekly				Phase 1	4th April 2020	
12	3797 Rail Weekly				Continue Working Throughout		
13	112800 AGC Monthly				Phase 1	6th April 2020	
14	5020 AGC Weekly				Phase 1	4th April 2020	
15	ART NI AGC Monthly				To Be furloughed	13th April 2020	10th May 2020
16	111606 AGC Monthly				Phase 1	6th April 2020	
17	5004 AGC Weekly				Phase 1	4th April 2020	24th April 2020
18	5043 AGC Weekly				To be furloughed	10th April 2020	3rd May 2020

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Furlough briefing script - line manager

- Check the employee and their family are ok - their health & wellbeing is paramount at this time of uncertainty.
- Confirm the employee has received our letter dated Monday 30th March 2020, which explains Griffiths' position in relation to managing Covid-19 through the government's job retention scheme.
- Check if the employee has any questions relating to the letter (please try to respond using the FAQ sheet)
- Advise the employee they are being 'furloughed' from Griffiths -with effect from (CONFIRM DATE)
- Explain the Covid-19 reason as to why they have been furloughed e.g. site now closed, no work available, reduced workload due to the Covid-19 outbreak.
- Explain what this means to the employee for them personally ie
 - -they will be paid 80% of their basic salary as normal (subject to the normal deductions, tax, NI, pension)
 - -no annual leave can be taken during this time unless notified by the company
 - -confirm this does not mean they have been redundant and that they remain a valued member of the team (full details can be sought from the letter dated 27th March)
- Advise the employee they will receive an individual letter confirming they have been furloughed from Griffiths in the next few days with details regarding their temporary salary reduction
- Obtain employees contact details whilst on furlough leave ie telephone number & email address to allow contact to be maintained. Preferably this should be a personal e-mail address and not their Griffiths one if possible. If they have no other e-mail address please ensure you have an up to date telephone number
- Remind the employee that they must not undertake any Griffiths duties whilst on furlough leave
- Remind the employee that they need to be available as soon as they are requested to return to work.
- It's important to keep in touch with people who move onto furlough. Therefore, a weekly email will be sent to everyone on furlough. To ensure this can reach the right people please capture non-Griffiths email and mobile telephone details of your team who will be on furlough using this form here [Employee Contact Details](#) (press ctrl and left click to access)
- Ask them to notify us if, during their period of furlough, they have to self-isolate due to individual or household symptoms so that we are aware that this may impact their ability to return to work from furlough until the end of the isolation period. Additionally, if the employee tests positive for COVID-19 they or a family member (if the employee is unable to) must advise us ASAP as we may need to notify their colleagues
- Advise of the EAP number - 0800 169 1920
- Reassure the employee that they are still a valued member of the team and we hope to have them back to work as soon as we can.

NB. A copy of the letter sent to all employees is available via this [link](#), letter to all employees, dated 30 March 2020 (press ctrl and left click to access)

Furlough Briefing Process

Due to the unprecedented situation that the business is faced with, it is important that furloughed employees are notified at the earliest opportunity.

Furloughing will commence from 6th April 2020.

The process management should take is as follows:

- Verbally notify the employee that they will be on furlough leave with effect from (date).
- Where possible email the employee, either/or to a company or private address using the standard template provided to confirm the outcome of the discussion.
- Confirm to their local HR representative if there are any changes to the plans to furlough an individual.
- The company will then formally write to all employees who have been furloughed.
- It's important to keep in touch with people who move onto furlough. Therefore, a weekly email will be sent to everyone on furlough. To ensure this can reach the right people please capture non-Griffiths email and mobile telephone details of your team who will be on furlough using this form. [Employee Contact Details](#) (press ctrl and left click to access)

If it is not possible to speak to an employee, then the manager should:

- Where possible email the employee, either/or to a company or private address using the standard template provided to notify them that they have been furloughed
- Confirm to their local HR representative if there are any changes to the plans to furlough an individual.
- The company will then formally write to all employees who have been furloughed.
- It's important to keep in touch with people who move onto furlough. Therefore, a weekly email will be sent to everyone on furlough. To ensure this can reach the right people please capture non-Griffiths email and mobile telephone details of your team who will be on furlough using this form. [Employee Contact Details](#) (press ctrl and left click to access)

NB: In the case where an entire team/site/gang is being furloughed and it is not practical to have individual conversations, then this information can be communicated as a team briefing (please ensure that social distancing measures are maintained) or via a conference call. Please ensure that there is an opportunity afterwards for people to ask individual questions.

Waterways House
Merthyr Road
Llanfoist
Abergavenny
NP23 5PE

Address
Address
Address
Post Code

Date

Dear (NAME)

Firstly, and most importantly, I sincerely hope that you are continuing to manage as best you can during this incredibly challenging time as the world responds to the COVID-19 (coronavirus) crisis. These are unprecedented times for us all and please do continue to follow all public health and government advice.

Further to local communication and the letter you received from myself dated 30 March 2020, the purpose of this letter is to confirm that with effect from (DATE) you have been placed on a period of furlough leave. This means that you are not required to come to work or do any duties remotely and you must not perform any Griffiths related activity during the period of furlough leave.

Your annualised pay for the period of furlough leave will be £xxxxxx and has been calculated as being the greater of the following:

- 80% of your basic salary with no maximum cap applied; OR
- 80% of your 2019/20 P60 gross taxable pay, excluding bonus, capped to a maximum of £2,500 gross per month

Should you have less than 1 year's service then the annualised pay during the period of furlough quoted above is based on average monthly earnings since your employment began, capped to a maximum of £2,500 gross per month

Where possible we will make the adjustments to your pay in the next payroll run after the effective date of furlough. Due to payroll processing deadlines there may be occasions where this is not possible. Adjustments will be made to your pay and backdated to the effective date of furlough at the earliest opportunity.

For clarity, you will continue to receive your adjusted pay on your normal pay date each week or month from Griffiths. You do not need to do anything in relation to the government's coronavirus job retention scheme. Griffiths will deal with those processes.

All payments made will be subject to the deductions outlined in the letter dated 30 March.

All other benefits will either continue or be changed as outlined in the letter dated 30 March.

All other elements of the furlough scheme, including the flexible nature of the scheme, remain as per the letter dated 30 March.

Whilst you will accrue holiday during furlough at the statutory rate, the government has indicated that you may not be on holiday during the furlough period. Griffiths may designate certain days as holiday following your return from furlough.

Due to the continuously evolving nature of the coronavirus pandemic, we are unclear at this point in time as to when your period of furlough leave will end although we anticipate it will be a minimum of 3 weeks. We will keep in regular contact with you during this period and please be assured it is our intention to return you to work at the earliest opportunity when it is safe and in line with public health advice to do so.

As a reminder you should not do any work during the furlough period. If you are contacted by a customer, supplier or other party that may require action please contact your local manager.

Please ensure that you have communicated preferred contact details during the furlough period to your line manager, local HR contact to enable us to remain in contact with you. Please provide both an email address and mobile phone number if possible.

Clearly these are steps that we would prefer not to be taking and of course I understand the impact that these temporary changes will have on you. We are encountering unprecedented times in recent generations and these measures are aimed at protecting the long-term future of yourself and your colleagues across the business. Once this crisis is over, we can then hopefully return to maximising the infrastructure opportunities that the government had announced in recent months.

I would like to thank you for the phenomenal support and understanding we have received across the business during the current circumstances. Whilst the priority for us all is the safety and health of ourselves, those close to us and our colleagues, the continued contribution you are making to our business demonstrates that we have the best possible teams to help us through this period. I sincerely thank you all for what you are doing for our great business.

Should you have any queries during the period of furlough leave please contact Wendy Shatford at wendy.shatford@alungriffiths.co.uk and we will respond to you as soon as possible.

In the meantime, please stay safe.

Yours sincerely

Anthony Morgan
Managing Director, Griffiths

Coronavirus (COVID-19) – Update 27.04.2020

Message from the Board

Following our previous communication we informed you of our intention of the gradual re-opening of site, we would like to share a letter received from the Baroness Vere of Norbiton, Transport Minister for Roads, Buses and Places offering her thanks and support to the thousands of workers who are all vital to the resilience of the road network.

As communicated previously, our priority is operating sites safely, productively, and profitably in order to protect our staff and the business from the effects of COVID-19.

Support Functions

As you are aware, a number of our support functions are currently running with reduced teams, therefore, please consider using the group email addresses, rather than individual email accounts to ensure your query receives a response. We appreciate the support and understanding at this time as we acknowledge queries may be taking a little longer than usual to receive a response.

shg@alungriffiths.co.uk

it@alungriffiths.co.uk

hr@alungriffiths.co.uk

payroll@alungriffiths.co.uk

timesheets@alungriffiths.co.uk

expenses@alungriffiths.co.uk

WBC Workshops

Just to remind you or make you aware, the WBC Plant & Vehicle Workshops remain open at Waterways House. If you are driving a Griffiths owned or Day's hired vehicle (Car, Van or Double Cab Pick Up) you can still bring it to the Workshops for any Servicing that is required or any general problems to do with your vehicle.

In order to maintain the social distancing rules set out by the Government we have spare vehicles available for you to drive away while yours is being worked on.

Please make contact with Adam Hawker on 01873 857211 in the workshop to book your vehicle in.

COVID-19 Assurance Audit

The COVID-19 Assurance Audit has been developed to ensure that sites have identified and implemented all control and mitigation measures to prevent the spread of the virus. This must be completed for all current operational sites.

New sites or sites that have been temporarily suspended must complete the audit and have the findings signed off by the local SHEQ Adviser before site commences.

- COVID-19 Assurance Audit (New) (To be completed on the Griffiths SHEQ Portal) [Griffiths Events Portal](#)
- COVID-19 Assurance Audit User Guide (New) [Covid-19 Assurance Audit](#)

All these documents and other related information is now available on the Griffiths Intranet page [COVID-19 Folder](#). Please use these documents and not the previous versions.

Social Distancing

Social distancing measures are steps you can take to reduce the social interaction between people. You should maintain a 2-metre distance from everyone. This will help reduce the transmission of coronavirus (COVID-19). This guidance is for everyone.

REMINDER: Keeping in touch on furlough

Please keep in touch and let us know if you have any concerns by using the Employee Information pages of our website <https://community.alungriffiths.co.uk/employee-information/>

From the link, you can access all Coronavirus Updates, provide anonymous feedback, read FAQs and, if needed, call one of our Mental Health First Aiders.

As employees continue to move onto furlough, we will ensure everyone keeps in touch by sending updates via email. To do this, we need all employees confirmed on furlough to provide their contact details using [this form](#). Please provide your personal email address and mobile number or confirm you will stay in touch using your Griffiths email address and phone number.

Remember, you will still need to inform your manager if either you or someone in your household display symptoms of Covid-19 as your manager is still required to complete the notification form. This information helps us understand the impact Covid-19 has on the business.

REMINDER: Furlough leave out of office auto reply – action required

Please ensure you turn on an out of office response on your Griffiths email address, which ideally directs to a shared mailbox rather than an individual colleague. Please use the wording below:

Hello, I am now on furlough due to the Covid-19 outbreak and therefore not at work. If your message requires attention before my return then please forward your email to [a team mailbox]@alungriffiths.co.uk

Employee Assistance Programme

The employee assistance programme (EAP) is available to all employees, including those on furlough. Lifeworks are there to provide you with a free and completely confidential support and counselling service.

Here's the contact and website details for Life/Works:

Call: 0800 169 1920

Visit: <https://tarmac.lifeworks.com> (click sign up with an invitation code)

Invitation code: EC845268F32D06CF47174077



Witness Testimony - Wendy Shatford, HR Manager, Alan Griffiths (Contractors) Limited - 'Griffiths'

Sarah Chislett joined my team on 27th January 2020 as HR Advisor (generalist) and the following is a testimony of the activities that Sarah has been involved with in relation to furlough since joining.

Griffiths are an acquired business currently integrating into a large corporate group and is split to 3 main divisions: Infrastructure, Rail and Plant Hire. Sarah primarily supports the Infrastructure Division

Furlough

Sarah had only been with the business when the Covid-19 global pandemic hit in March 2020. We had already altered our ways of working in the early days of us understanding how serious the situation was becoming. However, following the Government announcement that we were not to leave our homes unless we could go to work, the business took the decision to temporarily close sites as we were unable to maintain social distancing requirements and needed to ensure the safety of our employees. This had to be done in a controlled way due to the scale of the operation ensuring sites were left in a safe manner and any heavy machinery needed to be removed.

Letters were prepared centrally by the group for consistency and sent to a printing Company to print and arrange distribution of the letter. The initial letters were sent to all employees and informed them about the current situation, what furlough meant and included some Q&A's.

Sarah worked very close, albeit remotely as she was working at home at this point, with the Regional Directors within her assigned area throughout this period. Overall, we paused production at around 50% of our sites and the employees were placed on furlough. Sarah assisted in selecting which employees were to be furloughed, updating our master furlough tracker with the correct details, and requesting the reduced salary information from our payroll department to include in the letter.

Wendy Shatford
HR Manager
26th May 2020

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