

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Improving Organisational
Performance – 5AIOP

Word Count

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LO2 – 760

LO3 - 757

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Student Number: 2014451

CIPD Membership Number: 5749316X

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: Lucy Moriarty

Date: 04.10.2021

Table of Contents

Topic	Page
Evidence Matrix	1 - 2
Learning Outcome 1 with evidence. Be able to provide information on performance management activity within an organisation	6 - 30
Learning Outcome 2 with evidence. Be able to support line managers to deliver performance management activities within the organisation.	31-45
Learning Outcome 3 with evidence. Be able to assess the impact of performance management activities on organizational performance and make recommendations for enhancement.	46 - 53

Candidate name: Lucy Moriarty				CIPD Membership/registration No.:		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOP	Contributing to Improving Organisational Performance	1.1	Initial Review, Supervision and Annual Performance Review policy	EV. 1.1		
5AIOP	Contributing to Improving Organisational Performance	1.2	Supervision Form	EV. 1.2		
5AIOP	Contributing to Improving Organisational Performance	1.3	Annual Appraisal Form	EV. 1.3		
5AIOP	Contributing to Improving Organisational Performance	1.4	Strategic Priorities	E.V.1.4		
5AIOP	Contributing to Improving Organisational Performance	1.5	Policy Sign Off Sheets	E.V.1.5		
5AIOP	Contributing to Improving Organisational Performance	1.6	CIW Statutory Guidance	E.V.1.6		
5AIOP	Contributing to Improving Organisational Performance	1.7	New Starter Email	E.V.1.7		

5AIOP	Contributing to Improving Organisational Performance	1.8	Induction Booklet	EV. 1.8		
5AIOP	Contributing to Improving Organisational Performance	1.9	Key Messages from Executive Leadership Team Meetings.	EV.1.9		
5AIOP	Contributing to Improving Organisational Performance	1.10	Key Messages from meetings with CEO	EV.1.10		
5AIOP	Contributing to Improving Organisational Performance	2.1	Email providing Performance Management Policy Information	EV. 2.1		
5AIOP	Contributing to Improving Organisational Performance	2.2	Email containing Exit Interview Form	EV. 2.2		
5AIOP	Contributing to Improving Organisational Performance	2.3	Locality Manager Questions	EV. 2.3		
5AIOP	Contributing to Improving Organisational Performance	2.4	Discussion with line manager regarding my performance management development needs	EV. 2.4		
5AIOP	Contributing to Improving Organisational Performance	2.5	Performance Management Calendar Invite and meeting minutes	EV. 2.5		
5AIOP	Contributing to Improving Organisational Performance	3.1	Email to Line Manager with recommendation of electronic exit interview form	EV.3.1		

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:**Lucy Moriarty****Date:****04.10.2021****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.

LO1

Within my organisation, performance management is managed as a continuous process by line managers. Traditionally, performance management was a once a year event, that included managers providing performance updates to employees in an annual appraisal meeting. In recent times, performance reviews have adapted to regular informal weekly catch ups and more formally within structured meetings carried out every 6-8 weeks. According to Mindtools feedback should be a continuous process, not once a year or every three months but an everyday or every week occurrence. In doing this, it helps employees to understand where they stand and avoids any unexpected feedback or difficult conversations within formal performance meetings.

The organisations performance management policy is titled “Initial Review, Supervision and Annual Performance Review policy” (EV.1.1). It provides guidance to managers and employees around supervisions, annual appraisals, initial reviews and defines what is expected of both the line manager and employee in regard to performance activities. However, line managers take more of the responsibility over the process of performance meetings. Forms with pre-set questions are used during supervisions and appraisals and they initiate the conversations around identifying development needs, to provide feedback on performance and to set SMART goals and objectives, that are then reviewed in the next meeting. (EV.1.2). Recently the forms were revised and updated to include questions to create more of a well-being focused discussion. During the probation period or thereafter, employees are required to read and sign the supervision agreement, this document informs them of what is expected of both them and their line manager, in accordance with supervision and annual appraisal meetings. Appraisal forms have also been reviewed and updated in acknowledgment to the coronavirus pandemic, allowing the annual appraisal meetings to concentrate on well-being and to provide a space for supportive conversations (EV.1.3). The performance management monitoring forms are designed by the learning and development and are implemented by line managers with the support of HR. Within the revised supervision and appraisals forms it now includes two corporate objectives that have been agreed across the wider organisation. Prior to this, employees were asked about the organisational objectives, but many did not have an understanding of what they were or how to achieve them. The set objectives within the supervision and appraisal forms provides an ongoing discussion and an awareness of how individuals can contribute towards the success of the objectives. Prior to the performance meetings, employees are provided with a copy of the organisation’s strategic plan and are asked during the meeting to clarify how their individual objectives fit into the overall plan (E.V.1.4). As previously mentioned, the organisation has a policy that outlines and provides guidance to line managers and employees of what is expected and defines each practice as a two-way process. The policy also identifies the three main performance activities as initial reviews, supervisions and annual performance reviews. All employees are expected to read all relevant policies during their induction period and discuss their understanding of them with their manager. Both employee’s and line managers are then required to sign the policy sign off sheet (E.V.1.5).

Due to my organisation being within the care sector, it is monitored by the Care Inspectorate Wales and so must follow the regulations that are set out by them in their statutory guidance (EV.1.6). Regulation 36 of the statutory guidance declares that there must be a policy in place around supporting and developing staff and appropriate feedback is provided in the form of supervision and appraisal meetings. According to Skills for Care (2021) employees that feel

engaged and supported are more inclined to have higher job satisfaction and provide a higher quality of care.

Performance management advice is provided to employees through the HR Business Partner assistants and above. Due to my role as a HR Assistant, I am not in a position to provide advice. However, I manage the onboarding of new employees and provide them with their contract of employment, expectations of their roles within the job description and the Social Care Wales – Code of Professional Practice for Social Care (E.V.1.7). The contract of employment and supporting documentation must be provided to new employees within a timely manner and no later than a month after the start date, to ensure that expectations are specified from the outset. SHRM (2015) explains that incorporating new employees into an organisation and its culture and providing the required information and equipment, is imperative for individuals to become valuable members of the team. All new employees are under a 6-month probation period and as part of the probation period all employees must complete the induction booklet within the first 12 weeks of employment (EV.1.8). The induction outlines the organisations culture through its values and behaviours and enables employees to identify their individual goals from the beginning. Regular communication is provided from the executive and senior leadership teams in the form of key messages from their meetings that take place every quarter. The key messages provide employees with information of any changes that have taken place or are due to take place within the organisation (E.V.1.9). Recently, meetings with the Chief Executive Officer have been introduced, called “Coffee with Paul”, which enables different employees from different departments to meet with the Chief Executive Officer (E.V.1.10) and discuss what is working and what is not working within the organisation. The meeting provides an opportunity to discuss the strategic priorities and gives employees a chance to discuss any concerns or ideas that they may have, making employees from across the organisation feel heard and included in any key changes.

References

Maurer, R., 2015. *New Employee Onboarding Guide*. [online] SHRM. Available at: <<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>> [Accessed 18 September 2021].

Mindtools.com. 2020. *Giving Feedback: Boosting Your People's Confidence and Ability*. [online] Available at: <https://www.mindtools.com/pages/article/newTMM_98.htm> [Accessed 16 September 2021]..

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EV1.1

Initial Review, Supervision and Annual Performance Review Policy

Initial Reviews, Supervision and Annual Performance Reviews are three of the key systems which Walsingham Support has established to ensure that all employees are well supported and clear about the organisation's requirements of them both in fulfilling their particular role and in supporting the work of the organisation.

Each of these support systems are a two-way process and will only be effective if both the employee and their line manager are open and honest.

SECTION 1

INITIAL REVIEW

During the first six months of employment all employees are on probation (also referred to as Initial Review (IR) period).

After the initial four months of continuous service, the new employee's line manager should consider whether there are any unsatisfactory aspects of their new employee's work, though these should have been identified during previous supervisions and a process put in place to try and correct them. If such areas are identified, these should be discussed in order that the new employee has the chance to address these areas in time for the IR meeting.

There may be some circumstances when an IR period is extended, but this should be for no longer than three months, unless there are exceptional circumstances and in such instances guidance should be sought from an appropriate member of the HR team.

It is the line manager's responsibility to ensure that the IR meeting takes place at or around six months of employment. The IR meeting is an opportunity to review performance to date, set new objectives and to identify any training and development needs. (Please also see Performance Based Annual Performance Reviews in Section 2.)

Once fully completed and signed by all parties, including 2nd line manager at senior manager level, the IR documentation must be sent to HR to be actioned as appropriate.

There may be occasions when permanent employment is not confirmed and employment is terminated during, or at the end of, the IR period or extended IR period. If non-confirmation of employment is a likely outcome, then the process for this should be as follows; first invite the employee to a meeting to discuss their performance. Secondly, hold the meeting, (having first discussed the possible outcomes with a senior manager/director/HR) give the employee an opportunity to state their case, break to consider your decision, consult as appropriate and then inform the employee of the decision verbally and also confirm the outcome in writing. HR must also

be informed of the eventual outcome. Copies of all the relevant paperwork should be forwarded to HR.

Individuals cannot apply for transfers or promotions during their IR period unless they fully meet the criteria of both the job description and person specification of the advertised role.

Whilst an employee remains within their Initial Review (probationary) period normal disciplinary procedures do not apply.

SECTION 2

ANNUAL PERFORMANCE REVIEWS

All employees will have their own Annual Performance Review which is a 'live' document summarising all areas of their performance to date, personal development goals, personal development plan and maintenance of skills.

Annual Performance Reviews should be carried out in person, annually, for all staff. Annual Performance Reviews should be completed by the end of April for the Annual Performance Review cycle which runs from 1 April to 31 March.

The first full Annual Performance Review should take place at the next available organisational Annual Performance Review date after the completion of an individual's Initial Review (IR). If the IR has taken place in the preceding three months to 31 March, then an Annual Performance Review will *not* be required. Therefore, if a successful IR was due and completed after 31 December, the first full Annual Performance Review will not be due at the next organisational Annual Performance Review date, but in the following Annual Performance Review cycle year. IR objectives should be set in line with normal Annual Performance Review objectives as far as possible and take account of the timeframe between the IR and next full Annual Performance Review.

During the year, the supervision process should be used to ensure the continual monitoring of the progress of objectives. The Annual Performance Review should be completed using the organisational guidelines, which can be found on the intranet under Learning & Development Forms.

Employees who are on maternity leave or on any other extended authorised absence from work, should have their Annual Performance Review carried out before the start of this leave wherever possible. If this is not possible and it is unreasonable to contact the employee to participate in the process, then an assessment should be carried out in their absence based on their previous year's performance and be no less favourable. Annual Performance Review objectives should be discussed and agreed on the employee's return to work.

If an individual does not agree with their Annual Performance Review content, they can appeal to their 2nd line manager within 5 days of the Annual Performance Review meeting with the first line manager. Appeals must be in writing outlining the reasons for the appeal along with evidence to support it.

All Annual Performance Reviews are confidential and should be kept in a secure location. Apart from the appraisee and appraiser, the portfolio can only be accessed through the line management structure.

SECTION 3

SUPERVISION

Walsingham Support has adopted the following definition for supervision:

“Supervision is a process in which one employee is given responsibility to work with another employee in order to achieve certain professional, personal and organisational objectives. These objectives include competent, accountable practice, continuing professional development and personal support.” Walsingham Support sees the prime purposes of Supervision and Support as being:

- Maintaining the organisations **values and behaviours**
- Maintaining and developing the quality of practice;
- Professional development;
- Role clarity;
- Organisational objectives;
- Promoting a suitable climate for practice;
- Stress reduction;
- Communication;
- Resources.

There are four functions of Supervision and Support. These are:

- Managerial: primarily concerned with the overall performance of the employee and ensuring that this is in line with the organisation’s expectations and standards.
- Education: concerned with enabling employees to assess their own level of skill and competence, and to develop these as appropriate.
- Supportive: about the personal aspect of the supervision process where the safe trusting relationship shared between the supervisor and employee enables the employee to identify and deal with the personal impact of their work.
- Mediation: concerned with the establishment of healthy feedback mechanisms from the line manager to the individual, and equally importantly, from the individual to the organisation.

Supervision can be conducted in many different formats. The usual format should be a face to face meeting between the manager and their supervisee but other methods such as group supervision, supervision via telephone, mentoring sessions etc. can also be effectively utilised.

Under this policy, all employees should have a supervision session at least every 6 – 8 weeks, or in accordance with local Regulation (or Contract if different from these timescales), with a minimum of 6 one-to-one supervision meetings each year. Supervision should allow enough time to discuss

matters properly but should not be longer than a maximum of two hours and the time should be uninterrupted. Supervisory staff should also undertake observed practice of staff on a regular basis as part of the overall supervision process.

Notes of each supervision must be taken and who completes these will be decided by the supervisor following discussions in the first supervision. Both supervisor and supervisee will retain a copy of finalised notes. Both parties should sign supervision notes unless it is stated otherwise in the Supervision Agreement between supervisor and supervisee. The notes should be available within 48 hours of the session – and may be hand-written, and can be further accessed through the line management structure.

Before commencing supervision, the second line manager must ensure that the supervisor is appropriately skilled in all aspects of supervision. Supervisors must complete relevant on the job training or attend a Walsingham Support approved course, prior to commencing supervision if not sufficiently skilled.

If an employee's supervisor changes, previous supervision notes should be forwarded to the new line manager. Supervision and the supervision notes contribute to both the initial review and Annual Performance Review processes and this should be borne in mind when planning the agendas for supervision. If the supervisee is dissatisfied with any aspects of their supervision, or lack of it, and the areas of concern cannot be resolved by the supervisor, the second line manager should be contacted in order to try and resolve the areas of concern.

Further clarification on matters concerning supervision can be sought from HR.

EV1.2

Operations Staff Supervision Form

Staff Name:		Service/Department:	
Line Manager:		Date:	
Personal wellbeing and work/life balance How are you? What's the workflow like? How can I support you?			
You and your team General welfare. How are you supporting each other? Are there any obstacles to working together effectively you want to explore?			
Any matters arising from previous supervision This is also the section where you can add any points you would like to discuss that may not be covered on the form. Good supervision is a two-way conversation and this form is just a way of capturing it.			
The people we support How are they? Are there any changes in their health? Any changes in their needs? This is also the place to celebrate the successes and good things that have happened as well as any challenges.			
Safeguarding Discussion of recent incidents. Any concerns? Any questions? Any learning?			
General workflow. Here let's discuss risk assessments, behaviour support plans, support planning, SALT guidelines. Are there any changes to risk assessments, guidelines to be discussed? Let's talk about line management responsibilities here – regular supervisions, policies read and understood, training in date for example.			
Annual Leave/Sickness			

Corporate Objectives.

The following objectives have been agreed for us all across the organisation. At different levels we can all make a different contribution to these. As part of ongoing supervision, we will discuss how you can and do contribute to the success of these objectives.

1	To be responsible for my own understanding and actions that safeguard the wellbeing of individuals we support and through my work, to support and promote safe environments that enable individuals to be happy and to reach their full potential.
2	To be responsible for the management of the finances associated with my service/team/department through monitoring and appropriate use of resources available (people, money, equipment) to deliver an efficient and effective service within agreed budgets.

Action No.	Agreed actions	Who	Date to be completed	Done
1				
2				
3				
4				

Supervisor reflections of the meeting

--

Supervisee reflections of the meeting

--

I confirm that I have read, understood and agree with the contents of this form.

Staff name:		Line Manager Name:	
Signed:		Signed:	
Date:		Date:	

Office Staff Supervision Form

Staff Name:		Service/Department:	
Line Manager:		Date:	
Personal wellbeing and work/life balance How are you? What's the workflow like? How can I support you?			
Strategic priorities: Have you been provided with a copy of the Walsingham Strategic Plan? Do you understand how your objectives fit into the overall plan? Do you understand your role within your team plan?			
Highlights of current work priorities			
What has gone well and how did you achieve it? Let's find out, learn from and build on recent successes			
What has been challenging and what are the lessons learnt? If we have learning conversations together, we can empower ourselves, get unstuck and grow			
Your team General welfare. How are you supporting each other?			
Annual Leave/Sickness			
Any matters arising from previous supervision			

Corporate Objectives.

The following objectives have been agreed for us all across the organisation. At different levels we can all make a different contribution to these. As part of ongoing supervision, we will discuss how you can and do contribute to the success of these objectives.

1	To be responsible for my own understanding and actions that safeguard the wellbeing of individuals we support and through my work, to support and promote safe environments that enable individuals to be happy and to reach their full potential.
2	To be responsible for the management of the finances associated with my service/team/department through monitoring and appropriate use of resources available (people, money, equipment) to deliver an efficient and effective service within agreed budgets.

Action No.	Agreed actions	Who	Date to be completed	Done
1				
2				
3				
4,				
5				
8				

Supervisor reflections of the meeting

--

Supervisee reflections of the meeting

--

I confirm that I have read, understood and agree with the contents of this form.			
Staff name:		Line Manager Name:	
Signed:		Signed:	
Date:		Date:	

EV. 1.3

Appraisal 2021

Staff Name:		Service/Department:	
Line Manager:		Date:	
Wellbeing – let's talk about how you are doing under the 5 ways to wellbeing.			
1. How are you connecting with others at the moment; what's working and well or not so well?			
2. How are you keeping active at home and work?			
3. With all that is going on how are you remaining aware of what's around you and how you are managing that?			
4. What are you doing to engage with learning at home and or work?			
5. How are you interacting/ giving to others at home and or work?			
Overall how would you describe your wellbeing now and throughout the recent months; is there anything you need support with?			

Review of 2020/21 – let's talk about how the last year has been.	
1. What has gone well for you in 2020/21? (review objectives/provide specific examples)	
1.1	
1.2	
1.3	
1.4	

2. What could have gone better? Why and how would you have done it differently?	
2.1	
2.2	
2.3	
2.4	

Let's check in on as business as usual.

How are things going in general, are there any hotspots we need to talk about? What's going well and what is stopping you achieving things?

Looking ahead – what objectives will help you to achieve the team and organisational goals in 2021/22.

We need a minimum of three objectives – at least one that is personal to you and two that will support the organisation to achieve its overall objectives. Let's think SMART and describe objectives in that way.

Corporate Objectives.

The following objectives have been agreed for us all across the organisation. At different levels we can all make a different contribution to these. As part of ongoing supervision, we will discuss how you can and do contribute to the success of these objectives and then we will review them.

- | | |
|---|---|
| 1 | To be responsible for my own understanding and actions that safeguard the wellbeing of individuals we support and through my work, to support and promote safe environments that enable individuals to be happy and to reach their full potential. |
| 2 | To be responsible for the management of the finances associated with my service/team/department through monitoring and appropriate use of resources available (people, money, equipment) to deliver an efficient and effective service within agreed budgets. |

Personal Objectives.

The following objectives(s) should be specific to the role you undertake for Walsingham Support and should demonstrate the contribution you plan to make over the coming appraisal period.

- | | |
|---|--|
| 3 | |
| 4 | |

In order to achieve your objectives and perform in your role what learning, training and development needs do we need to support you with?

This is not just about attending courses but learning from others, gaining experience and developing your knowledge – we can do this in many different ways.

- | | |
|---|--|
| 1 | |
| 2 | |

3	

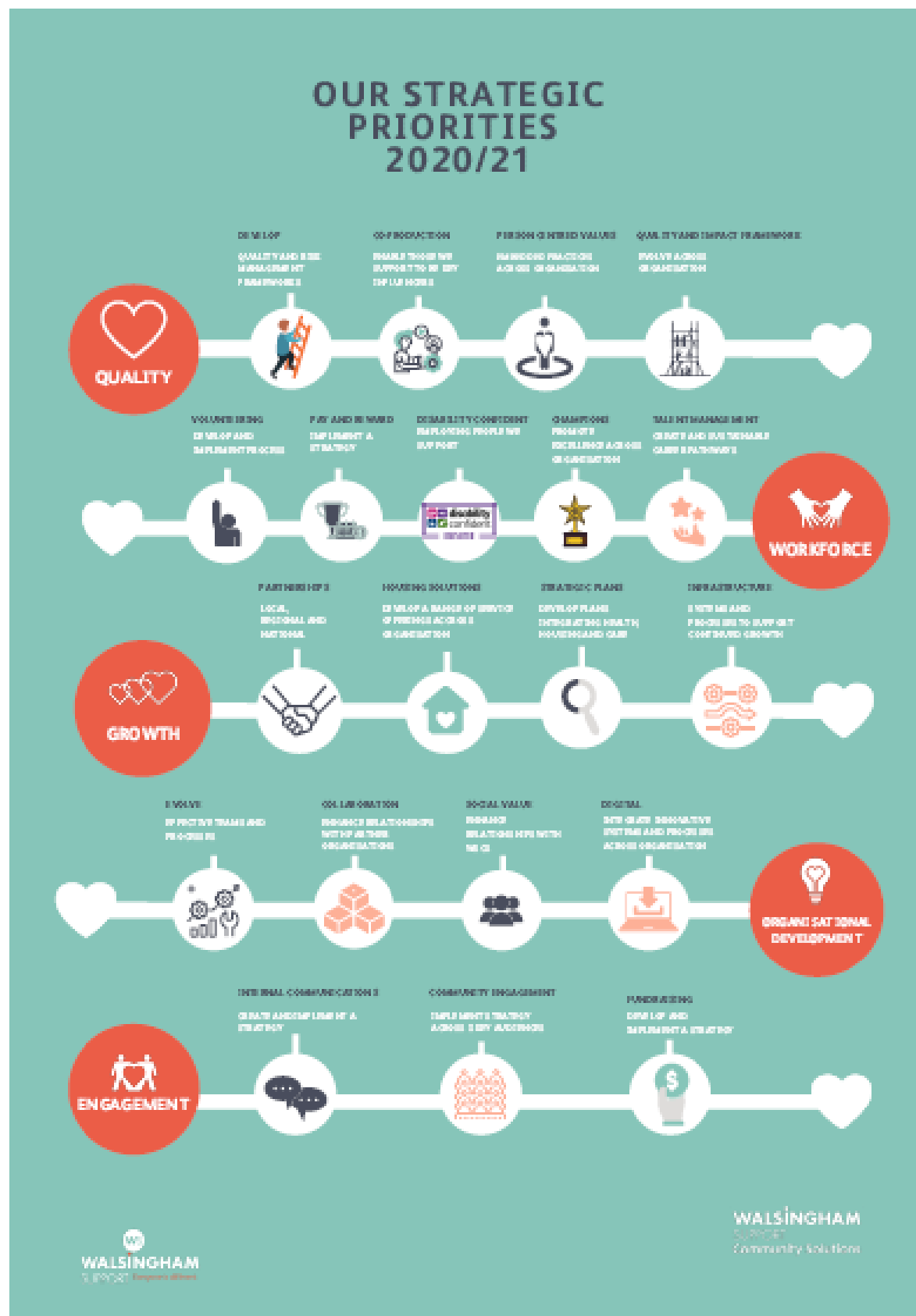
Appraisee final thoughts.

Appraiser final thoughts.

I confirm that I have read, understood and agree with the contents of this form.

Staff name:		Line Manager Name:	
Signed:		Signed:	
Date:		Date:	

EV. 1.4



EV.1.5

HUMAN RESOURCES POLICY MANUAL SIGN OFF SHEET

NAME: _____ **POSITION:** _____
DEPARTMENT: _____

I confirm that the sections signed were discussed and clarified with me by my line manager on the date indicated.

POLICY	DATE	EMPLOYEE'S SIGNATURE	LINE MANAGER'S SIGNATURE
Appearance Policy			
Authorised Absence			
Bullying and Harassment			
Company Car Policy			
Confidentiality and Whistleblowing			
Data Protection			
Discipline, Grievance and Appeals			
Diversity and Equality			
Drugs & Alcohol			
Employee Support			
Expenses Policy			
Initial Review, Supervision and Appraisal			
Learning and Development			
Non-Contracted and Flexible Workers			
Personal Relationships at Work			
Public Relations, Internet and Social Media			
Recruitment, Promotion and Transfer			
Relocation			
Remuneration			
Resignation, Retirement and Redundancy			
Sickness Management			
Smoke Free			
Solicitations, Gifts & Hospitality			
Working Time, Supporting on Holidays and Flexible Working			

Please retain sign-off sheet on employee's supervision file.

EV.1.6



Statutory Guidance

For service providers and responsible individuals on meeting service standard regulations for:

- Care home services
- Domiciliary support services
- Secure accommodation services; and
- Residential family centre services

This statutory guidance relates to Parts 3 to 20 of The Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017, as amended

Version 2 – April 2019

The Regulation and Inspection of Social Care (Wales) Act 2016

Regulation 10	Guidance
Requirements in relation to the responsible individual where the service provider is an individual 10.—(1) This regulation applies where the service provider is an individual. (2) If this regulation applies, the individual must undertake appropriate training for the proper discharge of his or her duties as the responsible individual. (3) During any time when the individual is absent, he or she must ensure that there are arrangements in place for— - the effective management of the service, - the effective oversight of the service, - the compliance of the service with the requirements of the regulations in Parts 3 to 15, and - monitoring, reviewing and improving the quality of the care and support provided by the service. (4) If the individual is unable to fulfil their duties as a responsible individual for a period of more than 28 days, he or she must— - notify the service regulator, and - inform the service regulator of the interim arrangements.	- The responsible individual undertakes training which enables them to carry out their role effectively and to meet the aims of the service as outlined in the statement of purpose and in line with practice guidance recommended by Social Care Wales. Training includes that which covers: - legislative framework and requirements; - specific duties of a responsible individual; - service performance and quality management; and - shaping service culture, etc. - If the responsible individual is unable to fulfil their duties for any reason, for example they are absent from their role due to illness, the responsible individual ensures alternative arrangements are put in place to ensure the requirements in regulation 10(3) are met.

EV.1.7

New Starter Documentation



Lucy Moriarty

To [redacted]

This message was sent with High importance.

Reply Reply All Forward

Mon 04/10/2021 12:41

SoP Cover Letter - CS.pdf 171 KB	Statement of Particulars - CS.pdf 360 KB
Happiness Delivered.pdf 2 MB	Expression of Wish Form.pdf 51 KB
code_of_conduct_for_healthcare_support_workers_and_adult_social_care_wor....pdf	JD Support Worker.pdf

Hi [redacted]

Please find attached your contract and documentation to sign and return and also some information about Walsingham Support.

Please could the following documentation be signed and returned to me at your earliest convenience, so that you can be added to our payroll system:

- SOP (Statement of Particulars)
- Expression of Wish Form
- Next of Kin
- Job Description

EV1.8

YOUR GUIDE TO SUCCESS WITH WALSINGHAM SUPPORT- WALES OFFICE STAFF

WALSINGHAM
SUPPORT *Everyone is different*



NEW STARTER: Insert name here

Table of content

Congratulations & Welcome	1
Contact Details.....	4
1. Your Induction	5
2. Day 1	7
Week 1:	
3. Our History.....	9
3.1 Our journey at-a-glance.....	10
3.2 Activity- History	11
4. Embracing our values	12
4.1 Remembering our values	13
4.2 Activity- Our values	14
5. Walsingham Support Organisational Chart	15
5.1 Walsingham Support Organisational Chart- Regional	16
5.2 (a) Activity- Organisational Chart	17
5.2 (b) Activity- Organisational Chart- Regional	18
6. HR- Competency Framework.....	19
6.1 Activity- Walsingham Competency Framework	20
7. Health & Safety.....	21
7.1 Activity- Health & Safety	21
8. Completion of Week 1	22
Week 2- Month 1:	
9. Walsingham Support Strategy	23
9.1 Walsingham Support 3-year Strategy.....	23
9.2 Walsingham Support 1-year Strategy.....	24
9.3 Activity- Strategy	24
10. Your Objectives.....	25
11. Human Resources- Annual Leave	26
11.1 Sickness Absences	26
11.2 Time Sheet.....	26
11.2 Your DBS	26
11.3 Activity- Human Resources.....	26
12. Meetings structure	27
12.1 Meeting structure at-a-glance.....	28
12.2 Your meetings	29
13. Operations- Location Location Location	30
13.1 Operations- our structures.....	32
13.2 Activity- Tender	33
14. Our regulators.....	34
14.1 The CSSIW.....	34
14.2 Inspections- What do they inspect?.....	35
14.3 Inspections- How do they inspect?	36
14. 3 (a) Activity- Inspections	38
14. 4 How the CSSIW enforce?.....	39
14. 4 (a) Activity- How the CSSIW enforce?	39
14. 5 Social Care Wales	40
14.6 SCW- Registration.....	40
14.7 SCW- Code of Professional Practice for Social Care	42
14.8 Activity- SCW	44
14.9 Services Visit.....	47
15. Services at Walsingham Support	48
15.1 Activity- Services at Walsingham Support.....	48

16. Other essential information for Month 1	51
16.1 Other essential information- Train Tickets, Mileage, Parking and Pay Date	51
17. Completion of Month 1	52
Month 2- Month 3:	
18. Policies & Procedures	53
18.1 Quality Department.....	55
18.1 (a) Activity- Quality Department	56
19. Walsingham Support Intranet	57
20. Keeping legal & compliant.....	58
20.1 Keeping it legal- GDPR.....	58
21. Performance Management- Supervisions	59
21.1 Performance Management- Supervision template	60
22. Understanding the Walsingham Support Way	62
22.1 Values Workshop.....	62
22.2 Equality & Diversity Workshop.....	62
22 (a) Activity- Understanding the Walsingham Support Way	63
23. Completion of 3 Months.....	64
Month 4- Month 6:	
24. Final stages for 6 months' probation.....	65
24.1 Finance- Invoices	65
24.2 Finance- Business credit cards.....	65
24.3 Appraisal.....	66
24.4 Awards.....	66
25. Personalisation	67
25.1 Activity- Personalisation	67
26. Completion of probation- 6 month review.....	68
Appendix:	
A. 1. Departments- what do they do?	i
A. 2. Technical Know-How?	ii
B. 3. Desk phone- VTSL	v
C.4 Business Credit Card procedures.....	vi

EV1.9

Key Messages – Senior Leadership Team (SLT) Meeting – 23rd June 2021

Hi All,

Welcome to the summary of some key messages from our June Meeting :

- The SLT Team discussed the repositioning of the strategic priorities with a focus on sustainability and this is to be on the agenda for the ELT/SLT meeting due on 28th July.

EV.1.10

Hi All,

This session was a reunion of our first group who attended “Coffee with Paul” in March to discuss progress on key actions. We were able to recognise that progress had been made in many areas with the group feeding back that they were pleased to see.

- **Staying Connected**
 - We continue to create opportunities within team meetings for staff members from various other departments to join and contribute.
 - ELT & Trustees remain committed to staying connected with local services through regular catch ups.
 - We are consulting with the Involvement Forums to see how we can best connect staff with individuals we support during 2021/22.

LO2

Within recent times line managers have become more involved in implementing performance management processes. Line managers have previously perceived the performance management processes as a “tick box exercise”, it was seen as a top-down and bureaucratic system held by the HR department. Armstrong (2009).

Within my organisation managers are supported by the HR department along with the performance management policies and procedures in relation to performance management activities. Line managers seek advice from HR in regard to performance management, especially around any concerns that they may have. HR also attend performance management meetings when there are causes for concern, in order to provide advice and support to both parties. Advice on managing performance is provided by the HRBP Assistant roles and above, however, within my role I provide support with PM paperwork and policies (EV2.1). On a monthly basis I run a report of staff whose probation period is coming to an end and notify the relevant managers to arrange initial review meetings, to either confirm employment or to extend the probation period. When an employee's probation period has been extended the manager must identify objectives with the individual that must be met by the end of the extension or at least improvements made. I also conduct the exit interview process with employees that have resigned from the organisation (EV.2.2), either by providing them with a form to complete and return or by contacting them via telephone. Relevant information that is provided to me, I communicate to Line Managers to provide as an overview and for them to ascertain if there are any changes to be made. I also update the HR monthly KPI's and strategic priorities data base on a monthly basis, this is then shared within the Executive and Senior Leadership teams and filtered down to the rest of the organisation.

Within my Organisation there are strong procedures in place in regard to performance management activities, to ensure that it is managed properly. Line managers have access to performance management guidance in order for them to carry out performance management practices efficiently and effectively and can also request the support of the HR team. During the recruitment of Managers, the interview questions (EV.2.3) ask specific questions to applicants around their understanding of managing performance and the development of staff in conjunction with the organisation's visions, aims and objectives. It also asks applicants to identify their own development needs inline with the job description and person specification form. This ensures that the correct people are picked for the role and that they have the relevant skills and knowledge. All new manager's attend the corporate induction which is attended by the CEO to provide a welcome and introduction of the organisation's history. From the outset managers are made aware of the organisation's values and objectives and how they link to performance.

Due to being new to HR, I have not had much of an exposure to performance management processes and because of this I am unable to provide performance management advice to managers and employees due to not holding an advisory role. This was recently identified in a discussion that I had with my line manager (EV.2.4) it was discussed that I would need to improve my understanding of policies and legislation that currently regulate the practices. As a result of a recent restructure of the HR department within my organisation, a new team has been implemented and are currently in the process of reviewing and streamlining all processes and policies. The performance management policies and procedures will be revised by a focus group and will have the input of managers to create and implement the revised practices. This will ensure buy-in from the managers and an understanding of the importance of performance management processes. It will also enable them to encourage commitment from employees. I have asked to be included in this project, in particular

the reviewing of the performance management practices. In order for me to have a better understanding of the methods, which will enable me to be able to assist managers with the full practice. As part of my role, however, I attend performance management meetings to take notes of the discussion between the manager and employee (EV.2.5). I also arrange meetings with the employees as per the request of the manager. Attending the meetings gives me a better insight into the different issues that can arise and how managers deal with them and will enable to reach my goal of achieving a better understanding of performance as identified in my discussion with my line manager.

References

Armstrong, M., 2009. *Armstrong's Handbook of Performance Management*. 4th ed. London: Kogan Page, p.58.

EV2.1



Hi Andrea,

Apologies, please find attached the HR Policy, I am unable to cut and paste from it for some reason!?

The information that you need in regards to performance management are on pages, 74, 75 & 76.

Hope this helps 😊

Cofion Cynnes/Kind Regards,

Lucy Moriarty

Cynorthwydd AD - Cymru/HR Assistant - Wales

Ffôn/Tel: 01792 312980 (Ext: 521)

EV2.2

Exit Interview



Lucy Moriarty

To: [redacted]

 This message was sent with High importance.



Exit Interview.doc
104 KB



 Reply  Reply All  Forward 

Thu 19/08/2021 17:07

Please find attached an Exit Interview Form following your resignation from your employment with Walsingham.

The purpose of an Exit Interview is to explore the reason why an employee resigns, and if at all possible we would like to be able to eliminate or minimise these factors. I hope that you can find the time to complete and return the attached questionnaire. If you would like the Exit Interview to be carried out over the telephone, please reply to this email to arrange a suitable date and time.

Employees sometimes worry about their references in the future if they are critical or frank in their Exit Interview. Please accept my assurances that any information you provide will be treated as confidential and will only be disclosed to the relevant senior line management structure in order to follow-up or improve any points raised. The comments you make will not have any influence on references given by us regarding your employment with Walsingham. Exit Interviews are filed separately from your personnel file and are not available when reference replies are being completed.

I look forward to receiving your completed Exit Interview and wish you all the best in the future

EXIT INTERVIEW

Walsingham invests considerably in its employees and its efforts to maintain a stable workforce, therefore, an understanding of why an employee decides to leave can be of benefit to the organisation as it continues to grow and develop.

We ask that you are open, honest and constructive in your comments. In return, we promise to treat your comments with confidentiality within the relevant senior management and HR functions. We also promise that our replies to any reference request for you will not be influenced by the frankness and honesty of your comments.

All exit interviews are kept separately; they are not entered on the computer nor filed on your personnel file.

NAME:

POSITION:

WORK LOCATION:

START DATE OF EMPLOYMENT: LEAVE DATE:

1. What was the best part of your job?**WHY?:****2. What did you like least about your job?****WHY?:****3. Your line manager's name:** _____

<i>DID YOUR LINE MANAGER?</i>	<i>Always</i>	<i>Usually</i>	<i>Seldom</i>	<i>Never</i>
Know and follow procedures				
Explain your duties & responsibilities clearly				
Give you feedback on your performance				
Hold supervision regularly (at least monthly)				
Deal promptly with complaints & problems				
Listen to suggestions or criticism				
Show fair treatment				
Gain your respect through their judgement				
Allow you access to them in an approachable manner				

Additional comments:**4. Working relationships & morale within the staff team were:** Please tick relevant boxes in both columns.

<i>Relationships</i>		<i>Morale</i>
	Very Good	
	Good	
	Satisfactory	
	Poor	
	Difficult	

Additional comments:**5. Staff rotas were:** Please tick where appropriate.

Available at least 2 weeks in advance	
Flexible to accommodate personal needs	
Provided adequate rest periods in between shifts	
Gave at least one weekend a month off to each employee	
Provided adequate cover within the home / dept	

Additional comments:

Please tick the boxes that best reflect your views & experiences:

6. Training & Development:

My induction training took place too soon after starting	
My induction training took place too late after starting	
My induction training was timed right	
All my training needs were met	
Some of my training needs were met	
None of my training needs were met	
Training received was Very Good	
Training received was Good	
Training received was Average	
Training received was Poor	

Additional comments:

7. General:

Health & Safety at work was good	
Health & Safety at work was satisfactory	
Health & Safety at work was poor	
My workload was manageable / reasonable	
My workload was too heavy / demanding	
My workload was too light / I didn't have enough work	
I had an opportunity to develop myself and my skills	
I did not have an opportunity to develop myself or my skills	
The job was clearly explained to me when I started	
The job was NOT clearly explained to me when I started	
My job description is very accurate	
My job description is fairly accurate	
My job description is NOT accurate	
Walsingham pay and benefits are good	
Walsingham pay and benefits are average	
Walsingham pay and benefits are poor	
I felt communication within Walsingham was Good	
I felt communication within Walsingham was Average	
I felt communication within Walsingham was Poor	
I felt that my contribution was valued by my line manager/Walsingham	
I did not feel that my contribution was valued by my line manager/Walsingham	

Additional comments:

8. Would you recommend Walsingham as an employer? YES / NO (Please delete as appropriate)

WHY?:

9. Why are you leaving Walsingham? If there is more than one reason for you leaving Walsingham, please rank these in order of importance – 1st being the most influential reason for you leaving.

Reason for leaving:

✓

Additional information on reason for leaving:

To return to study		What will you study?
Other employment – career change		Who is your new employer? Job / Career?
Other employment – promotion		Who is your new employer? Post?
Other employment – higher salary		Who is your new employer?
Other employment – no shift work		Who is your new employer?
Other employment – more hours		Who is your new employer?
Other employment – less hours		Who is your new employer?
Other employment – other reason		Who is your new employer? Reason?
Moving away from the area		Where?
Retirement		
Health reasons		
To travel		
Domestic/personal reasons		
Will not be working		
Dissatisfaction with Walsingham		➤ Why? ➤
Dissatisfaction with the job		Why?
Some other reason		What?

10. Have you got any other comments you would like to make?

Signature: _____

Date:

Name: _____

LEAVERS WITH LESS THAN ONE YEAR'S SERVICE:

11. Was your job what you expected it to be? YES / NO If NO – why not?:

12. Did you receive adequate support from your line manager? YES / NO
If NO – how could she/he have better supported you?:

13. What did you feel about the induction process? E.g. was it adequate, did it spread over a period of time that was too long/too short/just right, did it cover all necessary aspects, if not what was missing, etc.

How could it have been better?

14. A) How soon after starting your job did you do sleep-in duties (if part of the job role)? E.g. was it too soon/just right? How supported/prepared were you for them?

B)) How soon after starting your job did you work a shift without a 'mentor'? E.g. was it too soon/just right? How supported/prepared were you for this?

15. Did you administer medication? YES / NO

If YES, did you receive training on this before you administered medication? YES / NO

If YES, was it adequate? YES /NO If NO, what would have made it better?



16. What was the most difficult aspect of the job for you to adjust to?:

How could this have been avoided?:

17. What training or support would have best enabled you to adjust to your job?:

18. Did you receive any training? YES / NO

If YES, was it timed right? YES / NO If NO, was it too EARLY / too LATE?

19. Any other comments or observations:

Signature: _____

Date:

Name: _____

If completed in an exit interview this form should also be signed by the interviewer.

Signature: _____

Date:

Name: _____

Thank you for your comments.

EV2.3**Scoring methodology**

Meets all of the requirement of the role 3

Meets most of the requirements, could meet with support 2

Meets little of the requirements 1

Meets none of the requirements 0

Question	Benchmark	Candidate Response	Mark
1. Please outline how your knowledge and experience supports your application of Locality Manager			
2. How would you describe your management and leadership style? Why do you think this style would make you effective within this role?			

3. How will you contribute to our Regional Management Team?			
4. The role of Locality Manager involves leading and managing a Support Team. What have you found needs to be in place to ensure a team works effectively? How have you worked in the past to motivate a team? Please give a specific example of a difficulty you have encountered in a team and how did you contribute towards resolving the difficulty?	Leadership – team, task & individual Clear roles & responsibilities, vision, aims and objectives. Open communication, Support & coach but clarity over performance requirements Flexibility. Open to learn		

Question	Benchmark	Candidate Response	Mark
12. We want to hear about the ways in which you have worked to develop staff. How have you identified their Development needs and matched these With opportunities for development?	Supervision, Induction/Foundation standards, training needs/courses, appraisal objective, delegated responsibilities, business plan objectives, NVQ.		
13. Based on the JD & PS - what would you say your strengths and development needs are within a Locality Manager role? How would you approach these?	Agree objectives & L&D needs with OM Commit time to self development		

EV2.4

Task 3

Discuss your development needs with your line manager as a result of the above activities, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement (for example delivering training on the topic/coaching line managers). Record your discussion.

As I am new to my HR role, I have not had much exposure to performance management processes. I have attended performance improvement meetings along with my line manager, but as I do not hold an advisory position, I am unable to provide any performance related information to managers and employees.

My line manager and I met to discuss my goals and objectives regarding my development with performance management practices, in line with the CIPD profession map. From looking at the core knowledge it was discussed that I would need to improve on “people practices” by focusing on policies and legislation that govern the practices. We are currently in the process of streamlining all processes and reviewing policies, which I have asked to be involved with as this will enable me to improve my knowledge. It was also discussed that I would need to improve on “professional courage and influence standards” from the core behaviours, for me to provide accurate information to managers and employees. I am currently part of a project that will be focusing on the employee lifecycle and providing training sessions to managers in order for them to have a better understanding of the process.

My line manager and I agreed that my strengths were:

- “Evidenced based practice” – My line manager discussed that this was a strong point as I use an evidence-based approach when making decisions.
- “Passion for learning” – I am keen to learn new processes and was involved with a project group in setting up a meeting every 2 months for new employees throughout their 6-month probation period to provide them with support from the HR team.
- “Working inclusively” – During my time in the organisation I have built up high-trust relationships throughout all levels of the organisation.

My development needs have been documented in my development plan as part of my objectives, and my line manager and I will continue to discuss them regularly in my supervision meetings.

Lucy Moriarty



Rose Sesto
Assistant HR Business Partner
17.09.2021

Signed



EV2.5

Tue 24/08/2021 09:53

○ Lucy Moriarty

Accepted: Performance Management

To ○ Amendeep Callo

When 25 August 2021 10:00-11:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Location Microsoft Teams Meeting

 Lucy Moriarty has accepted this meeting.

Meeting Minutes



Lucy Moriarty

To ○ Amendeep Callo

JM - Performance Management Meeting Minutes.docx
28 KB

↩ Reply

↩ Reply All

→ Forward

⋮

Wed 25/08/2021 14:13

Hi Amen,

Please find attached the minutes taken today.

Please let me know if you need me to help any further.

Cofion Cynnes/Kind Regards,

Lucy Moriarty

Cynorthwydd AD/ HR Assistant

Ffôn/Tel: 01792 312980 (Ext: 521)

Cyfeiriad/Address : Forge Fach Resource Centre, Hebron Road, Clydach, Swansea. SA6 5EJ

LO3

All new employees receive a robust induction, which provides an in-depth introduction of the organisation, its values and objectives. The induction booklet must be completed within the first 12 weeks of employment. Supervision meetings begin during the induction period, so objectives and goal which are aligned with the organisations, are identified from the start. Prior to the meetings, individuals are provided with the supervision agreement document to read and sign (EV.3.1). Supervision meetings are then held every 6 – 8 weeks as per policy, and annual performance reviews take place after a year of service.

Prior to the pandemic, it was identified that there were no regular catch up's taking place between employees and line managers. It was determined that when performance review meetings were taking place some of the more negative feedback came as a surprise to employees and managers found it hard to have difficult conversations with employees. Recently, due to the office side of the organisation working from home and the operations side finding themselves facing overwhelming circumstances, usual practices regarding performance management activities have been revised and adapted to include well-being discussions. Case studies documented by the HBR (2020) evidences that performance management pre-pandemic has changed enormously, HR teams within other organisations have been encouraging managers to engage in frequent conversations with employees about their performance and development. Training and development programmes have also been discussed to provide managers with the skills in initiating feedback conversations around performance with employees.

High performance working (HPW) is mixture of processes that are used to enhance and improve employee's knowledge and skills, through a collaboration of work structures and HR practices. Taylor (2016) explains that in order for an organisation to achieve high performance working it needs to implement the culture to initiate trust, transparency and open and honest communication. Within my organisation, there has been a high turnover of support staff within the past 18 months due to the recent pandemic. Employee engagement and morale has been at an all-time low due to employees having to work under highly stressful conditions. Intrinsic rewards from Managers have been encouraged by HR to provide a boost of motivation to employees. As we are now emerging from the pandemic, employee engagement and recognition and reward practices are high on the organisation's agenda. As previously mentioned, regular catch up sessions with staff have been encouraged and an increase in employee engagement practices have been implemented through meetings with the CEO and the sharing of key messages from meetings that have taken place within the senior leadership teams. As explained by CIPD (2020) there is a link between employee engagement and high-performance working. When workers are engaged with the organisation, they are proven to perform within their roles better.

Restructures of different departments within my organisation have recently taken place. The Finance and HR teams have both evolved into a business partner model to enable more strategic objectives and to support a high-performance working culture. The organisation has also recruited a new People and Engagement director. This role is imperative in order to direct positive culture change through the implementation of better employee engagement practices to drive the organisation towards a high-performing culture.

As aforementioned, the policies and processes in regard to performance management are in the process of being reviewed. However, the L&D policy will also need to be updated with the changes that have taken place due to the pandemic and will need to include guidance around using the new supervision and appraisal forms and how to get the best out of the supervisee.

I have made recommendations to my line manager (EV.3.1) in regard to updating the format of the organisations exit interview forms. At present, the forms are on a word document and emailed to staff that are in their notice periods to complete. Due to the majority of staff using their phones to complete forms, the return rates of the exit interview forms are low due to them not being accessible. Businessballs (2020) explains that exit interviews are important in collating data from departing employees, it enables the organisation to analyse and improve the working environment in regard to organisational culture and its processes and systems. I have currently created an electronic version of the exit interview form that will be accessible to employees by clicking a link. I have made the questions multiple choice based to encourage completion. Going forward, the data collected from exit interviews will most importantly enable the organisation to improve employee retention and in the long run improve culture and performance.

References

Businessballs.com. 2017. *Exit interviews*. [online] Available at: <<https://www.businessballs.com/team-management/exit-interviews/>> [Accessed 4 October 2021].

Taylor, S. and Woodhams, C., 2016. *Human Resource Managent*. 1st ed. London: CIPD, p.130.

EV.3.1

Hi Rose

I have created an electronic version of our exit interview form, to try to encourage staff who are in their notice period to complete it. I have made a few changes to the questions and I have also made them multiple choice based.

Please see link below and let me know what you think, if anything needs to be added, removed, changed or improved 😊

<https://forms.office.com/r/D6vcxdY81U>

Thank you

Cofion Cynnes/Kind Regards,

Lucy Moriarty

Cynorthwydd AD/ HR Assistant

