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CIPD Candidate evidence matrix (EXAMPLE)

(CEM1)

Candidate name: Jane Sadler				CIPD Membership/registration No.: 52080882		
Qualification title: CIPD L5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1806991		
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	Email to manager asking for confirmation of role details in order to create appropriate job vacancy advertisement	EV1		
5AIOP	Contributing to Improving Organisational Performance	1.1	Screenshot of Puffin Produce Ltd website – Careers page	EV2		
5AIOP	Contributing to Improving Organisational Performance	1.1	Screenshot of Puffin Produce Ltd website – Values page	EV3		
5AIOP	Contributing to Improving Organisational Performance	1.1	Application for employment form	EV4		
5AIOP	Contributing to Improving Organisational Performance	1.1	Outline of skills and behaviours required for vacancy – sent to recruitment agency	EV5		
5AIOP	Contributing to Improving Organisational Performance	1.1	Analysis of CV sent from recruitment agency	EV6		
5AIOP	Contributing to Improving Organisational Performance	1.1	Induction Programme plan	EV7		
5AIOP	Contributing to Improving Organisational Performance	1.1	Induction training record	EV8		
5AIOP	Contributing to Improving Organisational Performance	1.1	Line Operator – Leader job description and person specification	EV9		
5AIOP	Contributing to Improving Organisational Performance	1.1	Competency Framework – Line Operator - Leader	EV10		
5AIOP	Contributing to Improving Organisational Performance	1.1	Excerpt from Puffin Produce Ltd Handbook – Training and Development	EV11		
5AIOP	Contributing to Improving Organisational Performance	1.1	Email requesting that training required in an appraisal is added into the training plan,	EV12		

5AIOP	Contributing to Improving Organisational Performance	1.1	Email to FD requesting financial agreement to train a First Aid trainer in-house	EV13	
5AIOP	Contributing to Improving Organisational Performance	1.1	Excerpt from Puffin Produce Ltd handbook - Bonus	EV14	
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	Non- Managerial Appraisal document and PDP	EV15	
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	Managerial Appraisal document	EV16	
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	Managerial PDP document	EV17	
5AIOP	Contributing to Improving Organisational Performance	1.1	Excerpt from Puffin Produce Ltd handbook – Disciplinary procedure	EV18	
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	Excerpt from Puffin Produce Ltd handbook – Capability procedure	EV19	
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	Sickness and Absence Policy	EV20	
5AIOP	Contributing to Improving Organisational Performance	1.1	Return to work discussion form	EV21	
5AIOP	Contributing to Improving Organisational Performance	1.1	Alcohol and Drugs Policy	EV22	
5AIOP	Contributing to Improving Organisational Performance	1.1	Email asking Line Managers for their opinions re:final adjustments to the Sickness and Absence policy and the return to work discussion form	EV23	
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.2	Power Point presentation for the Breath Test procedure	EV24	
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.2	Alcohol Breath test procedure step by step guidance notes	EV25	
5AIOP	Contributing to Improving Organisational Performance	1.1	Email advising of importance of following Sickness and Absence Policy and step by step instructions for creating an absence report	EV26	
5AIOP	Contributing to Improving Organisational Performance	1.1	Email advising staff of change to Alcohol and Drug Policy	EV27	
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3	Email advising staff of change to Sickness and Absence Procedure and launch date	EV28	
5AIOP	Contributing to Improving Organisational Performance	1.3	Email to staff member who had called the absence line to advise them of requirements as per Sickness and Absence policy	EV29	

5AIOp	Contributing to Improving Organisational Performance	1.3	Email to manager responding to a query relating to managing poor performance	EV30		
5AIOp	Contributing to Improving Organisational Performance	1.3, 2.2	Email to line manager in response to a query relating to appraisals	EV31		
5AIOp	Contributing to Improving Organisational Performance	2.1	Collation of training needs from appraisals	EV32		
5AIOp	Contributing to Improving Organisational Performance	2.1	Brief overview of leadership training	EV33		
5AIOp	Contributing to Improving Organisational Performance	2.2	Power point of appraisal training	EV34		
5AIOp	Contributing to Improving Organisational Performance	2.2	Guidance notes for Appraiser	EV35		
5AIOp	Contributing to Improving Organisational Performance	2.2	Guidance notes for Appraisee	EV36		
5AIOp	Contributing to Improving Organisational Performance	2.2	List of desired learning outcomes sent to external trainer	EV37		
5AIOp	Contributing to Improving Organisational Performance	2.2	Email to staff advising to the performance management training	EV38		
5AIOp	Contributing to Improving Organisational Performance	2.2	Pre-training knowledge evaluation form	EV39		
5AIOp	Contributing to Improving Organisational Performance	2.2	Post-training knowledge evaluation form	EV40		
5AIOp	Contributing to Improving Organisational Performance	2.2	Evaluation of performance management training – results	EV41		
5AIOp	Contributing to Improving Organisational Performance	2.2	Email advising managers to plan appraisal meetings and the link to bonuses	EV42		
5AIOp	Contributing to Improving Organisational Performance	2.2	Email from manager advising the my advice and support had helped him carry out his team appraisals	EV43		
5AIOp	Contributing to Improving Organisational Performance	2.3	Email trail between myself and senior managers outlining a discrepancy in bonus awards	EV44		
5AIOp	Contributing to Improving Organisational Performance	2.3	Record of meeting with a line manager seeking advise on how to manage a team members poor performance	EV45		
5AIOp	Contributing to Improving Organisational Performance	2.3	Email offering administrative support to Line manager in respect of invitation to a performance review and copy of respective letter, notes and outcome letter	EV46		

5A1OP	Contributing to Improving Organisational Performance	2.3	Email from line manager thanking me for the advice and support provided in managing a colleague with poor performance	EV47	
5A1OP	Contributing to Improving Organisational Performance	2.3	Email sent to Head of Operations and Line Managers showing absence statistics	EV48	
5A1OP	Contributing to Improving Organisational Performance	2.3	Email to Line Manager advising of probationary periods and levels of absence	EV49	
5A1OP	Contributing to Improving Organisational Performance	3.2	Excerpt from Leavers report	EV50	
5A1OP	Contributing to Improving Organisational Performance	3.2	Turnover figures	EV51	
5A1OP	Contributing to Improving Organisational Performance	3.2	Excerpt from research report – A critical review of the Puffin Produce Appraisal system – Findings	EV52	
Candidate declaration:					
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.					
Signature:			<i>Bee</i>	Date:	16.7.19

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.

Qualification: CIPD Diploma in Applied Human Resources

Module Name: (5AIOP) Contributing to Improving Organisational Performance

Portfolio

LO1 Be able to provide information on performance management activity within an organisation.

1.1 Explain performance management policies and process in the organisation and the roles and responsibilities of those involved in them.

1.2 Explain key source of information, including legislative information, which underpin performance management activities.

1.3 Provide timely and accurate information to colleagues regarding performance management activities.

Word Count: 1997

Student Name: Jane Sadler

Student Number: 1806991

CIPD Membership Number: 52080882

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jane Sadler

Date: 18 July 2019

LO1 Be able to provide information on performance management activity within an organisation.

1.1 Explain performance management policies and process in the organisation and the roles and responsibilities of those involved in them.

Puffin Produce Ltd have a number of policies and processes in place to support performance management which are present at various stages of the employee journey within the organisation. Whilst the policies and procedures are created for managing individual performance ultimately it is true to say that individual performance, whether it be positive or negative, will have an effect on team performance and thus organisational performance and are therefore interconnected. (Shields 2007 pg 21 cited in Armstrong, 2012). With this in mind all levels of the organisation from senior managers to individuals are involved with the organisational performance management system in Puffin Produce. HR often work in collaboration with Senior Managers and line managers in the development of systems to ensure that they agree and support them. In particular senior managers must be seen to support the performance management system not only through urging people to carry out the process but by leading by example. (Woolnough, 2018) Our line managers are '*crucial to the success*' of our performance management system (Armstrong, 2012) pg342 as they are responsible for the delivery and communication to the wider workforce. As the HR professional within the business I am required to not only design the systems but also to train, support and advise line managers, senior managers and individuals in their implementation to enable them to fully understand, not only the systems, but what is expected of them.

Recruitment and selection

Prior to advertising a role I communicate with either senior or line managers, depending on the role, to determine what information needs to be included in any job advertisement (EV1) to assist candidates in self-selecting which is the first stage of the performance process. Dependant on the job role I would utilise a variety of advertising platforms from the Job Centre to specialist recruitment agencies.

As it is important for future employees to be able to understand the core values of our organisation and our expectations prior to submitting any application in addition to the adverts we place externally we also have a dedicated Careers Page outlining our expectations of employees (EV2) which links to our Company Values and Behaviours page (EV3) further enabling self-selection. If individuals feel that they would be suited for the role they can then apply. For our entry level roles I have created an application form (EV4) which when completed gives information as to whether the person is a good organisational fit. With regard agencies, they will present candidates based on the information I have provided which outlines required skills and behaviours,(EV5) I will then review CV's summarise key details (EV6) for line managers to then select who is chosen for interview.

Interviews and subsequent selection is undertaken by line managers based on experience and organisational fit, however there is no system in place for interview scoring.

Induction

Many of our employees were leaving the Company within three months of commencing employment so as a result we are currently reviewing our induction process and plan to trialling a two day Company induction (EV7) as it is believed that an effective induction is critical to future performance and has the ability to reduce turnover. (Taylor, 2014) The induction covers a great deal of information from

our values and culture to HR policies and processes, Health and Safety outlined on the induction record (EV8) which is predominantly delivered by HR and practical job specific training delivered by line managers and supervisors in situ. Line Managers participate in some elements of the initial induction with the aim for all of those involved in the delivery of induction being to educate newcomers to the standards required and also to build the psychological contract. (Taylor, 2014) HR also utilise the initial induction to carry out administrative tasks ie issuing contracts and job descriptions which outline the purpose of the role, main duties and person specification (EV9) and assist an individual in understanding what is expected of them. After the Company induction specific on the job training commences in line with the competency framework (EV10) this is usually carried out by supervisors and monitored and signed off by the Line Managers. The responsibility of the line managers is to ensure that new starters are fully training and integrated into the business. They are also responsible for monitoring performance and addressing any shortfalls through training or coaching initially. It is very rare for senior managers to be involved in induction unless they are line managing one of the new starters.

Training and development

The company view on training and development is provided in the Company handbook (EV11) outlining that the importance of investing in developing individuals to equip them with the right skills to perform their role. The organisation have a dedicated Training Supervisor who works alongside line managers, the H&S manager and the HR manager to identify training needs and provide appropriate training whether that be internal or external. Some of training needs are discussed in the annual appraisal and complied by the HR Manager in order to identify potential candidate numbers and are added to the training plan by the Training Supervisor (EV12) Although Senior Management have not set a formal budget for training, HR are required to seek approval for any significant training costs prior to training being undertaken in terms of individual development and benefit to the Company. (EV13)

Annual Appraisal

An annual appraisal takes place each year and is carried out by Line Managers. The appraisal process is used as an administrative tool providing information on performance related bonus pay (EV14) and also as a developmental tool to identify future development and training opportunities. I have created two separate forms for non-managerial (EV15) and managerial (EV16) staff but both cover key areas including a requirement to comment on an individuals' performance with respect the Company values and also a section to record a Personal Development Plan (EV15 and EV17) Line Managers and individual employees are encourage to have open and honest discussions around development needs in order for performance to be enhanced. HR is required to ensure that all managers are aware of the necessary documentation and support managers through training or one to one advice if they do not feel confident, with Senior Managers supporting the process.

Managing Poor Performance and absence

We have a number of policies in place which assist in managing poor performance and absence ie

- Disciplinary procedure (EV18)
- Capability (EV19)
- Absence and Sickness Policy (EV20) /Return to work form (EV21)

- Alcohol and Drug Policy. (EV22)

HR outlines all of these policies to new starters in induction which aids individual understanding of the performance expectations of the Company with regard behaviour, attendance and performance at an early stage in an employees career. All of the policies have been developed and reviewed by HR ensuring that they are current and relevant to the organisation. Recently I reviewed two of the policies to aid Line managers with the management of performance in particular short term absence and a system to manage people suspected to be under the influence of alcohol, which was a particular concern of the senior managers.

As it is important to involve Line Managers in the development of policies I asked for their opinions and thoughts prior to issuing a final version. (EV23) Once the new policies and procedures were designed I delivered training to the Line Managers. (EV24) For ease of use I created step by step guidance notes for the taking a sample of breath (EV25) and pulling off absence reports (EV26) and issued copies of the policies to the wider workforce to advise them of the changes. (EV27 and EV28)

1.2 Explain key source of information, including legislative information, which underpin performance management activities.

In addition to providing information part of my role in HR is to benchmark aspects of our performance management system to ascertain how effective our system is in comparison to similar companies or national statistics. Initially this can either done internally comparing individual departments or can be done externally against other Companies or national statistics and research. There are a number of sources that provide benchmarking information for activities such as recruitment and retention or reward although within our sector of Food and Drink Manufacturing there does not appear to be a vast amount of statistical evidence available. However, the Food and Drink Federation does give sector specific information on areas such as wages, recruitment and skills gaps, and investment in training. (Food and Drink Federation, 2019) (Food and Drink Federation, 2017) Similarly the Food and Drink Industry Board, a Welsh Government Initiative also provide information on various elements of employment within the Food manufacturing sector in Wales. (Warren-Thompson & Henderson, 2017) On a national level benchmarking could be made against statistics provided by the Office Of National Statistics (Office for National Statistics, n.d.) or from legitimate research literature such as surveys from Deloitte (Deloitte, 2019), XPerthHR (Murphy, 2018) and the CIPD (CIPD, 2019), in addition to various sector specific publications such as The Manufacturer. (Williamson, 2015) ACAS have also devised The Seven levellers approach to performance management which could be used to benchmark our organisational performance. (ACAS, n.d.a)

Legislation plays a role in underpinning our performance management system, as such we must ensure that the correct performance management processes are followed and are free of discrimination eg attendance bonuses to encourage good attendance could discriminate against people with a disability (Equality Act, 2010). If we do not follow the correct procedures when managing poor performance this could result in unfair dismissal claims (Employment Act, 2008) or discrimination claims under the Equality Act 2010. To combat this we have ensured that our disciplinary, capability and grievances procedures are aligned with the ACAS Code of Conduct. (ACAS, n.d.b)

1.3 Provide timely and accurate information to colleagues regarding performance management activities.

The modern view is that good performance management often requires real-time feedback (Cappelli & Tavis, 2016) and as such I am required to provide timely and accurate information to colleagues at all levels.

Evidence (EV29) shows that I have provided timely advice to an individual that had called the absence reporting line as to what they must do going forwards which also reinforced the Company policy. Whilst there is no evidence of the phone call it can be seen from the email that I referred to the individuals phone call 'today'. This information reflects the Sickness and absence policy which outlines that individuals will be contacted by HR or a Line manager on the first day of absence. (EV20)

Evidence (EV28) shows that I have again provided timely information regarding the revised Sickness and Absence policy. I sent an email providing information on the revised policy to all colleagues in the company including senior managers on the 20 March advising of an implementation date of 3rd April. This timely approach ensured that all colleagues had an opportunity to read the amendments and approach me with any queries prior to the implementation date.

Evidence (EV30) shows that I have given timely advice to a line manager who was concerned about the performance of one of this teams. He raised a query on the 20 March asking for some assistance with a probationary review, on the same day I responded advising that as the probationary period had now expired he could pursue a capability meeting. He advised on the 21 March that he would continue with a capability meeting the following week and on the same day I offered him guidance on the process and points to consider if he wished. This information is in relation to the Company Capability policy (EV19).

Following a conversation from a Line Manager who had not carried out an appraisal before I sent him copies of the appraisal forms, guidance notes and also advise on where he could find the forms in future. I suggested which forms he should use for the various members of the team and gave some information on feedback in relation to the appraisal process, offering further assistance if he felt he needed more support. As can be seen from the email it was sent on the 18 August and refers to the email being sent as a result of an earlier conversation. (EV31)

There are many instances where I have provided timely advice whether it be in written or verbal form but on all occasions I believe that this provision of information supports my colleagues enabling them to carry out their tasks more effectively.

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Qualification: CIPD Diploma in Applied Human Resources

Module Name: (5A1OP) Contributing to Improving Organisational Performance

Portfolio

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

2.1 Analyse the types of support line managers in the organisation need from HR, in relation to performance management activities.

2.2 Support the Line Managers capability to deliver performance management activities.

2.3 Work in conjunction with line managers in the provision of employee performance and development reviews.

Word Count: 1237

Student Name: Jane Sadler

Student Number: 1806991

CIPD Membership Number: 52080882

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jane Sadler

Date: 18 July 2019

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

2.1 Analyse the types of support line managers in the organisation need from HR, in relation to performance management activities.

The success of our performance management depends strongly on our line managers and it is the responsibility of HR to support them to perform their role well. (CIPD, 2018). The support that is required from Line Managers is wide ranging from ensuring that there is an effective recruitment process to the development of policies and procedures to assist in performance management and individual and group coaching and training. (Strebler, et al., 2001)

Analysing some evidence from the PDP plans and highlighted training needs it was identified in that Line Managers wanted to have more 'leadership training' (EV32) although from the majority of appraisal forms it was difficult to analyse exactly what areas managers were looking to develop.

As I was already aware of some short comings due to observations and some of the issues that were arising from the operation I had already co-developed some management training to commence which focused on a variety of areas from business acumen to communication and creating great teams. (EV33)

When I consulted with the managers to obtain more detailed information it was evident that like many line managers they were not confident in some of the performance management processes particularly appraisals. Line Managers also highlighted that they were not confident in various aspects of managing performance particularly poor performance in relation to following the correct process. (EV47)

This identified that alongside training Line Managers would also benefit from guidance notes/information for some of the processes and individual one to one advice and coaching in specific situations. In addition it was likely that they would also need administrative support for certain processes whether that be drafting letters, recording notes or analysis data. (Taylor, 2016)

2.2 Support the Line Managers capability to deliver performance management activities.

In order to support our line managers in different aspects of performance management I devised a number of in house training session which I subsequently delivered. Evidence (EV34) shows the PowerPoint presentation that was delivered as part of the training in order to give line managers the knowledge they required to carry out appraisals. In addition to this I also created a guidance sheet for Appraisers (EV35) and appraisees (EV36) so that could be referred to by both parties prior to the appraisal meetings as it is also important for employees to understand the appraisal process.

Evidence (EV24) shows a different PowerPoint presentation that I compiled to form part of the training for the revised Alcohol and Drugs policy, this was shown in conjunction with a practical session using the step by step form that I created (EV25) to ensure that the process was clearly understood and followed.

Verbal feedback from the training was that it had given more of an explanation of the processes involved and had provided more knowledge and confidence to undertake performance management.

With regard the poor performance the focus for the managers was particularly on the more formal process of disciplinary or capability processes. Whilst I accepted that Line Managers needed to understand these processes to ensure that the ACAS code of practise was followed I was also keen for them to understand that disciplinary and capability processes were the last stage of performance management. I discussed with my Manager the possibility of utilising an external training to deliver the training to which he agreed.

Various conversations were held with the chosen trainer which culminated in me sending a list of learning objectives (EV37) to her so that she could compile a bespoke training programme. This was linked to the Company Values and behaviours at all possible opportunities. I emailed all staff that were to attend the training providing them with an overview of the course objectives and learning outcomes. (EV38) Prior to the training I asked all of the delegates to complete a pre-training evaluation form and after the training a post-training evaluation form (EV39/EV40). From the results it was evident that all of the managers felt more confident in dealing with managing performance which was positive feedback for both myself and the trainer indicating that support given was effective and met requirements (EV41)

In addition to developing systems and training I provide direct assistance to Line Managers to help them deliver performance management. With regard the appraisals I send timely reminders to advise them to start planning the appraisal meetings (EV42), providing the necessary paperwork and advice to those Line Managers who are relatively new to the process. (EV31). This type of advice has been acknowledged as helpful by one of the Line Managers. (EV43)

2.3 Work in conjunction with line managers in the provision of employee performance and development reviews.

There are a number of ways in which I work in conjunction with managers from one to one coaching to the provision of advice and information. Although most of this support is given to line managers I do on occasion support senior managers. Evidence (EV44) is an email that I sent to my line manager (Financial Director) relating to payment of bonuses as I was concerned that there were some discrepancies that were not in line with our policy which could be deemed as unfair. As unfairness can undermine the performance process, (Gifford, 2016) particularly with regard appraisals and rewards I felt that this needed to be raised and as such provided the correct information regarding length of service. This was then discussed amongst the senior managers and it was agreed that some information had been incorrect. As a consequence the bonus payments were corrected prior to information being released to the individuals in question. This information was given in respect of our Bonus payment policy. (EV14)

Evidence (EV45) shows notes from a meeting identifying how I worked in conjunction with a line manager who needed some support in managing a member of staff who was not performing well in his role and in addition had a high level of absence. I advised him initially to speak to the individual informally to try to understand if there were any reasons for his poor performance that we could assist with ie additional training, mentoring or coaching. Unfortunately this did not improve the situation which moved to a more formal process. During the process I was involved in an advisory and administrative function. Having discussed the issues with the Line Manager I assisted him by producing formal invitation and outcome letters and also by taking notes at the meeting (EV46). Throughout the process I coached him on the need to address the performance issues, be clear about the required improvements and to feedback information to the individual to enable him to improve his performance. The manager, who was relatively inexperienced, found my advice and support very effective and provided reassurance that he was managing the situation correctly. (EV47)

Each week I report on levels of absence within the Company to the Line Leaders and Head of Operations in order for them have a clear picture of absence within the organisation. (EV48) This also provides details of individuals who are absent and is one way that line managers can identify any individuals who are experiencing a high level of absence.

In addition to this I highlight to line managers when probationary periods are due to end to ensure that any performance issues are addressed and appropriate action taken if necessary. (EV49)

As detailed by the CIPD (CIPD, 2018) it is the responsibility of the line managers to manage individual performance within their team and that HR should provide support. I feel that providing the level of support and working in conjunction with the managers as I currently do will increase their confidence to deal with situations in an effective and timely manner.

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Qualification: CIPD Diploma in Applied Human Resources

Module Name: (5A1OP) Contributing to Improving Organisational Performance

Portfolio

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

3.1 Evaluate the organisation's approach to performance management, including employee performance and development reviews.

3.2 Assess extent to which performance management processes support High Performance Working and contribute to sustained organisational performance

3.3 Recommend ways for developing performance management processes to enhance their impact on organisational performance.

Word Count: 1413

Student Name: Jane Sadler

Student Number: 1806991

CIPD Membership Number: 52080882

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jane Sadler

Date: 18 July 2019

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

3.1 Evaluate the organisation's approach to performance management, including employee performance and development reviews.

When examining our organisational approach to performance management from the perspective of Herzberg's Two Factor theory I feel that our focus has been very much on 'hygiene factors' such as job security, policies and salary as opposed to implementing 'motivators' such as increased autonomy and increasing the quality of the work experience. (Mullins & Christy, 2013) Whilst the presence of the 'hygiene' factors tend to avoid demotivation and unfairness the lack of 'motivators' reduces performance and 'discriminatory effort'. There is very much a managerial perspective, whereby we expect our line managers to ensure effective use of their teams to achieve the business objective. This approach combined with the limited 'hygiene' factors does result in performance management often being seen as a controlling process and something which is enforced from the top. (Tyman & Rees, 2011) Whilst the Company has a number of policies they are on the whole in place for managing poor performance or attendance. With the exception of the appraisal system we do not have any specific policies that focus on more positive aspects of performance management such as a career development policy or a reward and recognition policy; supporting the view that we predominantly focus on 'hygiene' factors not 'motivators'. Our approach to appraisals is very traditional in that we hold an annual appraisal and do not provide formal opportunities for feedback on performance throughout the year unless a person is underperforming in which case a formal capability process will be instigated.

This overall approach is potentially not as effective in increasing engagement, good performance and increasing discretionary effort as it could be.

3.2 Assess extent to which performance management processes support High Performance Working and contribute to sustained organisational performance

It is generally accepted that HPW practises are difficult to achieve (Belt & Giles, 2009) and that there is no clear way in which this can be achieved. Research does however suggest that the most effective bundle of HPWP should fit the organisation and should be implemented using a contingency approach in order to achieve sustained organisational performance. (Belt & Giles, 2009) When assessing the extent to which our performance management processes support high performance working and contribute to sustained performance it is clear that whilst we have adopted some of the common high performance work practises and systems they are not as effective as they could be.

Many of the HPWP that have been adopted have been very policy and system focused, being implemented without consideration to the wider implications and extent of HPWP, the individual and the organisational goals, with few of the policies and systems maximising the employees ability, commitment and engagement. (Tyman & Rees, 2011) If I consider Fleetwood and Heskeths, 2010 in cited in Taylor, 2016) viewpoint that the individual is responsible shaping performance rather than the HR systems and practises then the current system is lacking policies and opportunities that focus on individual development and engagement.

Purcell et al (2003 in Taylor, 2016 p202) black box studies support a causal link between HPW and organisational performance which focused on both the HPW practices and the individual and

identified that the more successful organisations had a HPWS that was aligned with organisational mission and values. As there is little clarity around the organisational mission it has not been possible to align any of our HPWP's to the mission and on this basis it could be said that they do not fully support HPW.

When analysing leavers statistics (EV50) it highlights that over a 12 month period 48% of people have left within 3 months of starting. 30% of whom had failed their probationary period and 70% who left of their own accord. As we do not have an exit interview it is difficult to establish exact reasons for departure, however there are a number of possible causes for this:

1. The recruitment process was not robust enough and having spoken to managers often they would recruit candidates merely to fill a vacancy not because they felt that they were the best candidate.
2. This high level of induction churn could indicate that the company induction should be reviewed particularly the on the job training as having spoken to a number of new starters recently this appears to be lacking. As a result new starters are neither being provided with the ability and opportunity to learn or the motivation to stay with the company are disengaged and as a result could either leave or be dismissed. (Thomas, 2006)

Similarly the turnover figures (EV51) for operational staff indicate that there may need to be some more focus on motivational factors. If fixed term contract staff are disregarded for the sake of this exercise the turnover of staff is above the expected rate for the manufacturing industry at a worrying 44%. This could be down to a poor recruitment and selection process combined with a weak induction process but equally could also be as a result of a weak company performance and development system. Having critically analysed the appraisal system at Puffin Produce (EV52) it was evident that the system was no longer suited to the organisation as it provided only annual opportunities for feedback with staff identifying that more frequent feedback was required (Cappelli & Tavis, 2016). It was evident that despite support from HR a large number of managers and employees failed to see any benefit in the process with appraisals frequently not being completed. It was also evident that the line/manager relationship was not as strong as it could be and that trust and open communication needed to be improved. (Gifford, 2016).

The analysis showed that the appraisal system is not aligned with organisational goals, the difficulty on this front is that there is a lack of clarity around the organisational goals which in itself hinders performance. (Taylor, 2016) This would indicate that the current appraisal system does not fully contribute to the positive performance of individuals in light of the AMO model as it does not promote ability, provide motivation or highlight opportunities for development effectively.

Whilst research suggests that there is no automatic link between HPWP and sustained organisational performance, it does outline that a number of factors needed to be in place in order for it to be effective (Taylor, 2016). Indeed, we do have some HPWP in place and some of the elements required to underpin high performance such as job security, security (Pfeffer, 1998 cited in Marchington et al., 2016) but the current system does not appear to fully support HPW or sustained organisational performance as does not 'push' elements of the AMO model whereby individuals have the ability, motivation and opportunity to perform well.

3.3 Recommend ways for developing performance management processes to enhance their impact on organisational performance.

Based on assessing the current performance management processes there are a number of recommendations, both to performance management processes and other internal factors which would enhance their effect on organisational performance.

- Initially, Senior Managers need to provide clear organisational goals and objectives in order for HR performance processes to be both vertically and horizontally aligned; (Strebler, et al., 2001)
- Strengthen the recruitment process particularly by introducing a more structured selection criteria for entry level roles that have the highest turnover in an aim to recruiting people that are more suited to the role, increasing their organisational contribution, performance and reducing turnover; (CIPD, 2018)
- Continue to review the induction process, consider introducing a buddy system and increase awareness of line managers as to the importance of an effective induction to ensure that the on the job training programme is followed. (Taylor, 2014)
- Review of the current appraisal system ensuring alignment with organisational goals, (Strebler, et al., 2001) a clear definition of whether it is developmental or administrative (Gifford, 2016) and the opportunity to provide regular feedback;
- Introduce an exit interview to provide statistical data to enable a better understanding of why individuals leave in order to identify trends which in turn will potentially enable HR to identify areas of the performance management system that is not working effectively. This will aid in the reduction of turnover and the negative effect it has on organisational performance. (CIPD, 2018b)
- Consider the introduction of 'motivator' policies that encourage development and engagement and of the individual eg Talent Management Policy and Reward and Recognition policy which in turn will increase job satisfaction and discretionary effort thus increasing organisational performance. (Mullins & Christy, 2013)

In conclusion I feel that we have implemented a number of performance management practises but this has been done in a rather ad hoc fashion and is not particularly effective. It is probable that this is due to a lack of clear organisational missions and objectives and a prior a lack of awareness as to the breadth of HPWP and its effect on organisational development. This is an area that I am now more aware of through the CIPD course and will endeavour to improve by working with all stakeholders in the business to develop a more aligned and fit for purpose performance management system.

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Jane Sadler

Subject: FW: Current vacancy

From: Jane Sadler
Sent: 06 May 2019 07:48
To: B [REDACTED]
Subject: Current Vacancy

Hi Brian,

I am aware that D [REDACTED] has handed in his notice and is due to leave in four weeks. As such we need to start recruiting for his replacement asap.

Given the new facility are there any amendments to the existing job description that I need to take into account when advertising the position. Could you also identify if you are looking for an electrical or mechanical bias.

Thanks,

Jane

Jane Sadler
HR Manager

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

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



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS

DOING THE RIGHT THING - CREATING A SUSTAINABLE FUTURE - SUCCEEDING TOGETHER

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https://www.puffinproduce.com/careers-at-puffin-produce/

Careers at Puffin Produce

info@puffinproduce.com 01437 766716

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Careers at Puffin Produce

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

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

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

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



Discover Our Team!

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



Find out about Our Values!

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



Windows taskbar: 22:22 16/07/2019

Application for Employment



Which post are you applying for?	How did you hear about this vacancy? Local Radio ☐ Job Centre ☐ Word of mouth ☐ Other (please state) ☐
Date of application:	

First Name:	Surname:
Address:	Home phone:
	Mobile:
	Email:
Postcode:	State preferred method of contact:
Do you have your own transport? Yes/No	If no, how do you intend to get to and from work outside the hours of public transport?
Nationality:	Do you require a work permit to work in the UK? Yes/No

Do you consider yourself to have a disability? Yes/No
If yes, are there any reasonable adjustments we can made to assist in your application or with our recruitment process?

Education and Training

Please list secondary education and above only and any qualifications gained. List relevant training only.

Name of school/college/university	Qualifications gained

Puffin Culture

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

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

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

Signature of application:

Date:

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

Puffin Produce Ltd, based in West Wales are the largest supplier of Welsh produce in Wales, supplying a wide variety of potatoes and seasonal vegetables to multiple major retailers and wholesalers. Our organisation hold an excellent reputation as a progressive and developing company within their field and we have recently made a huge investment in a state of the art packing facility. We currently are looking for an experienced and motivated Health and Safety Manager to join our team who is qualified to at least general NEBOSH level, although diploma level qualifications would be an advantage.

The successful candidate will hold strong communication skills and a collaborative working style with the ability and willingness to give and receive honest, balanced feedback. They must be proactive in delivering a positive health and safety culture that values critical thinking and problem solving, and encourages active reporting and colleague engagement. They should demonstrate professional competence and a character that inspires trust and promotes inclusion and diversity at all levels.

The Health and Safety Manager has overall responsibility for compliance, development and implementation of the Company's H&S policies and procedures, making sure staff are aware of the importance of health and safety and follow safety protocol.

Main tasks:

To carry out/oversee the development of risk assessments/method statements and consider how risks could be reduced;

To identify areas where training/certification is required to meet the standards imposed by Legislation, Approved Codes of Practice, or H.S.E. guidance.

To lead in-house training with managers and employees about health and safety issues and risks;

To carry out regular site inspections to check policies and procedures are being properly implemented; report on relevant findings and manage issue log through to completion.

To chair health and safety committee meetings and report findings to the wider business;

To keep records of inspections findings, producing reports that suggest improvements and ensure communication of findings to business colleagues is undertaken;

To carry out investigations into accidents and near-miss incidents and to record the findings on the relevant forms. Ensure that accurate records are kept and statistics produced for the Board and manage issue log through to completion. Ensure RIDDOR compliance as and when necessary.

To keep up to date with new legislation and maintaining a working knowledge of all Health and Safety Executive (HSE) legislation and any developments that affect the employer's industry.

Competitive Salary

Company Pension and bonus scheme

Candidate	H&S Qualifications																			Food Safety Qualifications																			Training Qualifications																			Other Relevant Qualifications																			H&S Experience																			Risk Assessment																			Site Audits																			PUWER																			Fire																			COSHH																			Legionella																			LOLER																			Occupational Health																			Noise																			Incident Investigation																			Food Industry Experience																			Management Experience																			Driving Positive Change																			Other Relevant Experience																			Notes																			Agency																			Salary 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Puffin Produce Quality Management System

Induction Training Record

Employee name: _____

By signing this document, I agree that I have received the instruction and information listed on this document and will adhere to the requirements in full.

Technical Training

Staff Induction Procedure	44.1 PROC v6
Hygiene Policy	45.0 POL v11
Protective clothing policy	47.0 POL v12
Fitness to work Procedure	46.1 REC v8
Allergen and Nut Policy	35.0 POL v8
Pen Policy	25.7 POL v1
Introduction to HACCP for Induction	44.3 PROC v1
Plaster Procedure	45.2 PROC v5
Bodily Fluid Spillage	13.7 PROC v5
Glass Breakage Procedure	25.0 PROC v6
Transit Packaging Procedure	37.5 PROC v2
Alcohol Breath Test Procedure	HR 1.28DOC V1

Employee _____ **Trainer** _____

Date _____

Quality

Potato Defect Training

Employee _____ **Trainer** _____

Date _____

Health and Safety Training

Fire Awareness

Health and Safety Presentation (including incident reporting)

Manual Handling

Employee _____ **Trainer** _____

Date _____

HR/General

Absence and lateness Procedure HR 1.16 DOC v.3

Equal Opportunities HR1.0POL v.3

Modern Slavery Presentation

Environmental Presentation

Values and Behaviours

Employee _____ **Trainer** _____

Date _____

N.B Induction is a day in duration where the above points are covered.

Job Description



Role Title: Line Operator - Leader

Reports to: Packing Hall Manager or nominee

Reportees: No direct reports

Location: Puffin Produce Ltd
Withybush Industrial Estate

Job Purpose:

To undertake a range of routine tasks associated with the packaging of fresh produce that meet customer specifications and orders

The job holder will carry out some or all of the following tasks depending upon experience and training

This is a physically demanding role. The job holder is required to lift 25kg weights unaided

Main Duties:

- Undertakes a range of routine day-to-day tasks.
- Responsible for the effective management of a team of Production operatives
- Responsible for escalating problems with plant, machinery or product quality to the Packing Hall Manager, in a timely and proactive manner.
- Works with Quality Assurance to ensure that products are packed, labelled and stored correctly.
- Ensure that a clean as you go regime within the workplace is observed.
- Ensures that food hygiene, food safety and product quality regulations are observed at all times
- Responsible for carrying out change of lines.
- Operates plant and equipment designed to pack fresh produce.
- Operates a pallet truck within the packaging and cold store areas to ensure the efficient and effective movement of produce to meet operational needs.
- Responsible for correct completion of pre-production checks, calibration checks, finished product records.
- Observes business etiquette and confidentiality at all times.
- In the absence of staff assists with other duties as directed.
- The job holder is responsible for his/ her own health and safety and that of others in accordance with Company policies and procedures.
- The job holder will attend training courses, Company meetings and other events as required.

- Demonstrates a commitment to equal opportunities and diversity.
- The job holder will carry out such other reasonable tasks that may from time to time be allocated.

PERSON SPECIFICATION

	Essential	Desirable
Knowledge		COSHH Food Safety Fire Safety Manual Handling Health & Safety
Skills	Methodical Accurate Nurate Good attention to detail Flexible Communication interpersonal Multi-tasking Well organised Time management Team Player Basic English language	
Experience	Team work	Shift Work Factory
Qualifications		Basic Food Safety Health & Safety Relevant NVQ or City & Guilds or equivalent
Other	Lift 25 kilo weight Stand for length of shift in a variable temperature environment in accordance with health and safety regulations and relevant legislation	

This role profile is not exhaustive; it will be subject to periodic review and may be amended to meet the changing needs of the business.

.....
Signed Job Holder

.....
Date

.....
Signed Production Planner/HR Dept

.....
Date

(Revised 2019)

Introduction

In order to "The Puffin Way" it is essential that we have clarity around what we expect of our people, in every department and in every role. This is so we can ensure all recruitment, training, measurement and reward activities are fair, consistent and fit for purpose.

The competency framework

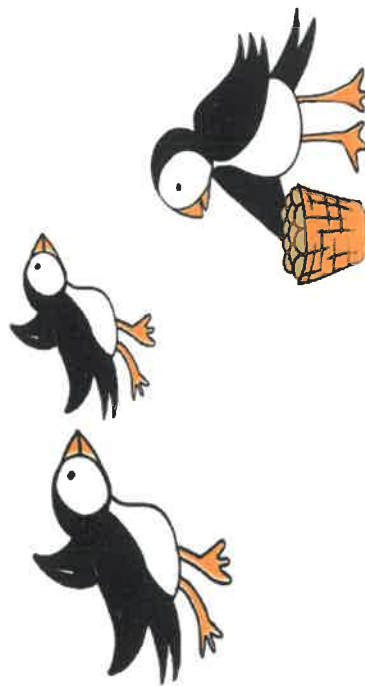
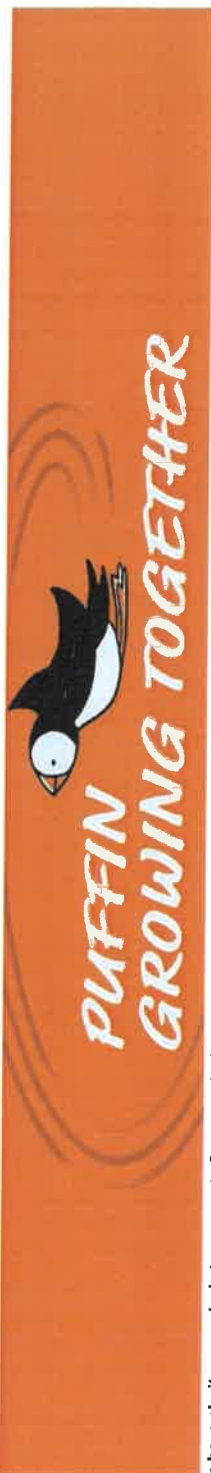
Due to the nature of the work within Puffin, there is a clear distinction between:

- Technical capability required to operate machinery and carry out functional tasks
- Management capability required to motivate and manage individuals or groups of people and take responsibility for a functional area
- Generic 'ways of behaving' expected of everyone to contribute to a positive culture and atmosphere.

We have therefore created a competency framework for each department, that clearly shows the competence required for each role.

This file contains one worksheet for every department, each detailing the *Technical/ Department specific competencies* required of each role, as well as referencing the level of competence required for *The Puffin Way* and *Management skills*.

More detail on *The Puffin Way* and *Management skills* can be found by clicking on the relevant worksheet tabs below. The reason for keeping the bulk of this information separate from each department worksheet, is that this information is generic for every department. By collating it in one place we can avoid any duplication of effort and reduce the possibility of errors when updates need to be made.



SUCCESSING TOGETHER

DOING THE RIGHT THING

CREATING A SUSTAINABLE FUTURE



The Puffin Way captures the 'ways of behaving' that contributes to a positive working environment. All Puffin staff and Managers are expected to demonstrate The Puffin Way whenever possible.

The benefit of capturing the behaviour is so that individuals can be measured and rewarded not just on their ability to perform functional tasks, but on the approach they take to their work and how they interact with other colleagues.

In summary The Puffin Way is described as: Growing Together.
Succeeding Together -
We are all part of the same team working together to achieve ambitious goals. We value and respect each other's contribution. We make time to support and listen to each other. We maintain a balanced, happy and secure workplace. We communicate a clear direction and set achievable goals.

Doing the Right Thing - We take responsibility for our own actions and we trust each other to make the right decisions. We ensure that safety is integral in everything we do. We value and respect our growers, colleagues, customers and community. We set high standards and lead by example. We ask for help and offer help. We take ownership and are true to our word.

Creating a Sustainable Future - We are always looking to innovate and grow, creating a sustainable future. We value all ideas for improvement, simplification and innovation. We act quickly to take advantage of new opportunities. We are creative and ambitious to grow. We recruit the best and invest in our people to learn and develop. We use our resources responsibly. We are mindful of waste and our impact on the environment.



Competency levels

Naturally, we expect more from our more experienced staff than our newer, less experienced staff. It is therefore important to differentiate between the expectations of each role as described below:

Demonstrates the Way of Behaving	1 Some of the time	2 Most of the time	3 Consistently, as a role model
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Management skills

The Management skills capture the soft skills required of anyone who has responsibility for the productivity of a group of people or a functional area.

By outlining the standards required of Operators and Supervisors, we are able to recruit against these, train people to reach the required level and measure their performance against more than just their technical ability.

Competency levels

Naturally, we expect more from those with greater responsibilities. It is therefore important to scale the detailed definitions of *The Management Skills*.

You can see below that the competencies are scaled from 1 - 3. As you progress up through the competency levels, the expectations captured in the competency increase. Hence the higher numbers are assigned to the higher level roles.

The reason some of the competencies are only scaled from 1 - 2 is because they are a more advanced skill. Mastering it to a level 2 is the most we would expect from any staff in the DC.



Management skills			
	1	2	3
Why important?	Demonstrates the following the majority of the time:	Demonstrates level 1 consistently, plus demonstrates the following the majority of the time:	Demonstrates level 1 & 2 consistently, plus demonstrates the following the majority of the time:
Communication skills	So people are kept informed and can respond and react as required	Providing clear, verbal information Checking understanding by asking questions Listening to the other person Using positive body language	Regularly keeping the team informed Creating a two way communication process by inviting the team to have their say Asking questions of managers and other departments to find out information that may be useful to the team
Training skills	So people have the technical competence required of their role	Using training cards and development records to improve the productivity of Operatives or Teams Following EDIP (Explain, Demonstrate, Imitate, Practise) where possible	Monitoring team development records and establishing the training need Creating training plans for the team Role modelling the EDIP model
Delegation skills	So the department workload is distributed evenly and fairly and the Lead/Supervisor has enough time to perform their role	Asking someone to do something, giving clear instructions that include what they need to do, why, when, how, what to do when they've finished and what support you will give them	Reviewing the productivity of the whole department and maximising on the flexibility of the workforce to ensure productivity is maintained
Planning skills	So the department runs as efficiently as possible	Thinking ahead to the next task, taking steps to ensure that all tools, people, equipment and products are in place for self and the Teams and Operatives within their responsibility to maintain productivity	Thinking ahead for the next week and months, working out what tools, people, equipment and products are required given the expected demands on the department
Decision making skills	So the department maintains its efficiency at all times	Reviewing all available information or data, considering the implications on the department for taking various decisions and making a decision based on the most effective output for the department	Liasing with other departments in Head Office to ensure all available information is gathered
Coaching skills	To encourage people to take greater responsibility and pride in their work, whilst maximising productivity, learning opportunities and the confidence of the individual	Giving positive, specific feedback 'That was good because...' It may benefit you to focus more on...' Asking open, powerful, probing questions such as 'How do you think that went?' 'What do you think you could do differently next time?' 'What support do you need from me to achieve that?'	n/a
People admin	To ensure the team are treated fairly and any legal requirements are satisfied	Effectively complete and file holiday forms, sickness forms	n/a
Interviewing skills	To support the HR function and take ownership in establishing the right team	Supporting HR in the face to face interview	n/a
Managing performance skills	To ensure they have done everything they can to maximise the output of an individual and take steps to performance manage them as required	Actively using available tools to measure performance of individuals and record as required. Make management aware of any issues or concerns.	n/a
Influencing and negotiation skills	To encourage changes to be made that will positively impact the productivity of the department	Actively using specific language and communication tactics to find out information, share information or gain process changes that will highly benefit the productivity of the department	n/a

CREATING A
SUSTAINABLE
FUTURE



Card no.	Technical - department specific, able to:	Document Ref	Operative	Washroom Driver	Cellox Operator	Line QC	Line Operator	Supervisor	Planner
	Week 1								
1	Line 1, 2, 3 Preproduction Checklist	28.27 REC					•	•	•
2	Production Order Sheet - How to read/what does it mean						•	•	•
3	Newtec Operation						•	•	•
4	Checkweigher Theory						•	•	•
5	Ice Printer Format						•	•	•
6	Potato check work flow (Manual/BE)	40.9 REC/40.23 REC					•	•	•
7	Label check procedure (Manual/BE)	41.19 - 41.23 PROC					•	•	•
8	Finished Product Record BE	40.8 REC					•	•	•
9	Finished Product Record - Manual	40.8 REC					•	•	•
10	Calibration check list loose line	28.36 REC					•	•	•
11	Maintenance Reporting						•	•	•
12	Changing material divider on line 2 for newtec or loose						•	•	•
13	Newtec Calibration	43.9 PROC					•	•	•
14	Changing Reels/Films						•	•	•
15	Product Orientation	41.22 REC					•	•	•
	Week 2								
16	Label Request form	41.8 REC					•	•	•
17	Datamax Printer Usage						•	•	•
18	Label check procedure	41.7 PROC					•	•	•
19	Barcode Verifier						•	•	•
20	Cleaning Schedule						•	•	•
21	Cleaning check list line1	28.31 REC					•	•	•
22	Cleaning check list line2	28.32 REC					•	•	•
23	Cleaning check list line3	28.33 REC					•	•	•
24	Chemical Control Procedure	23.0 PROC					•	•	•
25	Holchem - Safe Working with Chemicals						•	•	•
	Week 3								
26	Product Orientation						•	•	•
27	Cleaning check list veg line	28.34 REC					•	•	•
28	Knife Blade Register						•	•	•
29	Redjack PP Checklist	28.6 REC					•	•	•
30	Depot Times (Order Demand)						•	•	•
31	Redjack Set up						•	•	•
32	Bag Filling						•	•	•
33	720 Operation						•	•	•
34	Redjack						•	•	•
	Week 4								
35	Content Quantity Control procedure	42.0 PROC					•	•	•
36	Control of Non-Conforming Product	10.0 PROC					•	•	•
37	On Hold Procedure						•	•	•
38	Metal Control Procedure	24.0 PROC					•	•	•
39	Minimum Average Weight	42.1 RD					•	•	•
40	Glass Incident form	25.0 PROC					•	•	•
41	Bodily fluids procedure	13.78 PROC					•	•	•
42	Photocopying Controlled Documents						•	•	•
43	Pest control procedure	30.0 PROC					•	•	•
	GIC Operation								
44	GIC Set up						•	•	•
45	Bag Filling						•	•	•
	Brighteye/ Brighteye Operator Screen								

[illegible]

Excerpt from Puffin Produce Ltd Handbook

Training and Development

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

Induction

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

Ongoing Training

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

External Training

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

Appraisals

We believe in harnessing and developing the skills of our employees for today and for future business growth.

As part of our commitment to you, you will receive an annual review conducted by your line manager. This is a brief, positive and structured meeting to review your performance over the last year and for you and your manager to agree on your personal development plan and objectives for the year ahead.

You will be given any necessary documentation to complete prior to the meeting so that the meeting is of maximum benefit to both parties.

Jane Sadler

From: Jane Sadler
Sent: 10 July 2017 09:04
To: G [REDACTED]
Subject: J [REDACTED] - Maintenance

Hi G [REDACTED],

I have received J [REDACTED] appraisal and it is highlighted that he requires training in the following areas:

Working at Height
 Forklift
 Cherry Picker

Could you include him in the next set of courses that we run and advise Alan when the courses are so that he can plan cover if necessary.

Thanks

Jane

Jane Sadler
 HR Manager

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

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



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS

DOING THE RIGHT THING - CREATING A SUSTAINABLE FUTURE - SUCCEEDING TOGETHER

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Jane Sadler

Subject: FW: First Aid Training**From:** Jane Sadler**Sent:** 29 January 2019 09:13**To:** J [REDACTED]**Subject:** First Aid Training

Hi J [REDACTED],

G [REDACTED] has looked into becoming a First Aid trainer as we are spending a considerable amount each year on First Aid courses (see below) and it will be more cost effective for the business in the long run.

2017 £4000

2018 £3500

With the introduction of the tourniquet S [REDACTED] asked G [REDACTED] to train it out which he has done, he has a lot of First Aid knowledge as he trained First Aid in the army but if there was ever an issue he may not be seen as a competent person by the HSE as he does not hold a current first aid certificate or any formal First Aid training qualification.

Gareth has found 5 Day Advanced First Aid Instructor Training course for £895.00 +VAT which will enable him to deliver certificated First Aid courses to our staff and also to the growers, if needed, enabling us to recoup some of the cost. Are you happy for him to book on to the course? If so I will have a look at the best timings for him to do this and if we are going to apply for the WAG funding again I think that this would fall into their remit.

Regards

Jane

Excerpt from Puffin Produce Ltd Handbook

Bonus

The Company may in its absolute discretion pay an annual bonus (for which you will be eligible after one year's service) of such amount, at such intervals and subject to such conditions as the Company may in its absolute discretion determine from time to time.

Any bonus payment will be purely discretionary and does not form part of the Employee's contractual remuneration.

Payment of any bonus will be based in the first instance on Company's financial performance. Should the Company be in a financially sound position, determined at the sole discretion of the Company, then payment of the individual bonus will be based on performance development review (PDR) ratings.

The Company reserve the right to withhold or refuse payment to any employees with a poor PDR rating or with a current formal written warning.

If the Company makes a bonus payment to the Employee in one year, it will not be obliged to make subsequent bonus payments in respect of subsequent years. Future bonus payments are again dependent on the scheme in place at the time, the Company's performance and the employees PDR rating.

Employees will have no right to a bonus or a time-apportioned bonus if their employment terminates for any reason or the Employee is under notice of termination (whether given by the Employee or the Company) at or prior to the date when a bonus might otherwise have been payable.

The Company will deduct income tax under PAYE and any National Insurance contributions (and all and any other deductions required by law) from any bonus payable to the Employee.

The terms of the scheme may be altered at any point during the year and all employees will be notified of any changes to the scheme.

The scheme will be administered at the sole discretion of the Company who may at any time terminate the scheme entirely.

Further information on your bonus scheme and PDR related increases can be obtained from your line manager.

Puffin Produce Appraisal Form

Employee name..... Job Title.....

Date..... Department.....

	Supervisor comments	A Well ahead of standard	B More than satisfactory – slightly above requirements	C Less than satisfactory-needs slight improvement	D Unsatisfactory-below the standard reasonably expected
Attendance & punctuality What is the employees work pattern of absence/punctuality?		☐ Exceptionally punctual. Very rarely absent.	☐ Attendance levels are exceptional and is rarely late.	☐ Absence and/or lateness levels are higher than average.	☐ Frequently absence or late.
Job knowledge Does the employee have the knowledge to do the job properly?		☐ Exceptional through knowledge of own and related work	☐ Good knowledge of own job and related work aspect	☐ Lack of job knowledge sometimes hinder progress	☐ Inadequate knowledge of own work
Health & Safety Does the employee always follow Hygiene and Health and Safety Policy?		☐ Highly motivated towards safety. Always follows procedure.	☐ A good attitude to safety and encourages others likewise	☐ Sometimes has to be reminded of health and safety procedures.	☐ Disregards basic health and safety procedures.
Teamwork How well does the employee work with others to accomplish the goals of the job?		☐ Works extremely well with others and responds well to new challenges	☐ Co-operative and flexible	☐ Usually gets along reasonably well but occasionally unhelpful	☐ Unco-operative, resists change.

Communication How effective is the employee at verbal and written communication? The Puffin Way How well does the employee demonstrate the values and behaviours?	☐ Exceptionally effective in written and verbal communication ☐ Always demonstrates numerous core values	☐ Usually a good communicator ☐ Frequently demonstrates core values	☐ Some difficulties with written and/or verbal communication ☐ Sometimes demonstrates core values	☐ Does not communicate effectively ☐ Does not demonstrate core values
Overall Marking	☐ Well ahead of standard performance	☐ More than satisfactory	☐ Less than satisfactory – needs slight improvement	☐ Unsatisfactory – below the standard reasonably expected

Supervisor general comments:

Employee comments:

Action Plan

Training/counselling requirements:

Career development:

Agreed Action plan – job and development objectives and timescales

Employee signature.....

Supervisor Signature.....

Puffin - Appraisal Performance Review Form

Name:	Job Title:			
Manager:		Length of time in position:	From:	To:
		Review Period:	From:	To:
Description and Definition Before your review with your manager, take some time to sit down and think about how you have worked over the past year. Look at Core Standards and give yourself a score for each of them. Make a note of some examples so that you can discuss these if your manager asks. Do the same for your own objectives and performance over the last year and be honest with yourself - this is not a test! It is an opportunity to review your work to date and where you want to go in the future. Please complete this form and hand to your line manager the day before your review meeting. Major Achievements What do you consider to be your greatest achievements over the last 12 months? Give details. Areas for Improvement What do you consider to have been your main weaknesses? What will be your main goals over the next 12 months? Give details.				

Training Needs

What training do you need for you to be able to carry out your current job more effectively and/or move towards your career goals?

Career Aspirations

Where would you like your career to go in the next 12 months to 2 years? How realistic is this for you at the current moment? Do you have any aspirations or are you happy as you are?

Managerial Feedback

How does your manager manage you? Is there anything he/she could do to encourage you more, increase your job satisfaction and your hopes for the future?

Anything Else?

Is there anything else, which you have concerns, worries or queries about, or anything else you would like to bring up - about yourself, your job or the company in general?

Core Standards			
Use these ratings and definitions to prepare yourself for the review.			
Rating Scale	Definition	Explanation	
A	Outstanding	Consistently exceeds the standards and expectations of the job. High level of commitment.	
B	Very Good	Satisfactory and effective performance. Good application of skills and knowledge in meeting required standard of the job.	
C	Acceptable	Overall performance does not fully meet the required standard of the job. Some improvement is needed.	
D	Poor	Overall level of performance, attitude or commitment is below the minimum expected in the job.	

Performance				
	Rating Scale	Comments	Objective to be set	Training needs
Quantity Amount of work produced is effective.				
Quality of work Accuracy and efficiency of work.				
Completion of Tasks Meets deadlines and finishes tasks.				
Procedures Read and follows instructions/processes.				

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Performance				
	Rating Scale	Comments	Objective to be set	Training needs
Quantity Amount of work produced is effective.				
Quality of work Accuracy and efficiency of work.				
Completion of Tasks Meets deadlines and finishes tasks.				
Procedures Read and follows instructions/processes.				

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Team Working & Communication			
Rating Scale	Comments	Objective to be set	Training needs
Willingness to co-operate within departments and across functions.			
Understands the roles of others and the need to communicate with colleagues.			
Exchanges ideas, listens, informs, uses appropriate language and involves others.			

Personal Qualities			
Rating Scale	Comments	Objective to be set	Training needs
Presentation & Organisation Well organised, meets deadlines and defines priorities.			
Attitude Positive, commitment, flexibility, motivation.			
Attendance & Timekeeping Manages own time well.			
Creativity Proposes solutions to problems, adaptive.			
Work Planning & Initiative			

Do you use initiative and work to bring about change when it will help the company?				
---	--	--	--	--

Commercial & Customer Focus			
Rating Scale	Comments	Objective to be set	Training needs
Do you always have the company's and customers' interests at heart?			
Are you aware of the commercial issues in your area of the business?			

Managing People			
Rating Scale	Comments	Objective to be set	Training needs
How do you manage your team?			
Do you build a good team environment?			
Decision making Do you actively make decisions?			
Negotiation Do you reach agreement and find common ground?			

Financial Management			
Rating Scale	Comments	Objective to be set	Training needs
Do you manage your budget?			
Are you pro-active in looking for cost savings/ increased revenue opportunities?			
Values and behaviours			
Do you demonstrate a wide range of the company values and behaviours?			

Signed: Dated:

Puffin - Personal Development Plan

Name		Date	
-------------	--	-------------	--

Objectives should be SMART; Specific, Measurable, Agreed, Realistic, Timed

Ideally you should have at least one short, one medium and one long term objective.

Objective 1	
Action required to achieve objective	
Date for completion/review	

Objective 2	
Action required to achieve objective	
Date for completion/review	

Objective 3	
Action required to achieve objective	
Date for completion/review	

Objective 4	
Action required to achieve objective	
Date for completion/review	

Excerpt from Company Handbook

Disciplinary Procedure

The disciplinary process has been designed to help and encourage you to achieve and maintain good standards of conduct, attendance and job performance. On occasions people may fall short of the expected standards of behaviour or performance in these circumstances disciplinary action may be taken.

At all stages of the disciplinary procedure you will:

- be given a right of reply to all and any allegations made against you BEFORE any decision or disciplinary action is taken;
- be advised of the nature of any disciplinary action taken against you and the consequences of such action;
- be advised of any improvement in conduct or performance required and over what time frame; and
- Have the opportunity to be accompanied by a work colleague or Trade Union representative to any disciplinary hearing as described above.

You must take all reasonable steps to attend the meeting. Where you are unable to attend more than one meeting the Company may, in certain circumstances, hold the meeting in your absence and make their decision based on the evidence available to them at the time.

A disciplinary meeting will normally be conducted by your line manager. At the meeting you will be given the opportunity to respond and to put forward any defence or arguments you want. You may ask questions, present evidence and call witnesses.

Depending on the severity of the offence and taking into account all the circumstances the disciplinary action may take any one of the following forms:-

Stage 1

- Informal counselling to give you an opportunity to rectify the situation.

Stage 2

- A formal verbal warning will be issued if improvement does not result following informal counselling or for more serious breaches. You will be told of steps you must take to improve your conduct and if appropriate the time limit for improvement. This will be confirmed in writing and recorded on your file for a period of time normally 6 months.

Stage 3

- For more serious matters or where you have failed to meet the required standards after having being given a formal verbal warning, you may be given a written warning. This will state the nature of the complaint, the required standards that must be met and where appropriate a time limit for improvement. It will also state that further disciplinary action will be followed if the required standards are not met. One copy of which will be retained by you and one placed on your file normally for a maximum of 12 months.

Stage 4

- For serious matters or where you have failed to reach the required standards after being warned you may be given a final written warning. This will state the nature of the

complaint, the required standards to be met and where appropriate a time limit for improvement. It will also state that you will be dismissed if the standards are not met or if there is further misconduct. One copy of which will be retained by you and one placed on your file normally for a maximum of 12 months.

Stage 5

- Where there has been Gross Misconduct (in which case the first 4 stages may be omitted) or where you have failed to meet the required standards after due warnings have been given to you, you may be dismissed. In extenuating circumstances we may apply another sanction such as disciplinary transfer, disciplinary suspension without pay or demotion. This will be confirmed in writing. In case of gross misconduct, the dismissal will normally be without notice (or pay in lieu of notice).

Appeals

You have the right of appeal against any disciplinary decision taken against you. Your appeal should be in writing and sent to the General Manager within five working days of the decision and state the reasons for your appeal. You will receive a reply within a further five working days setting a date for an appeal hearing. The decision from the appeal hearing will be final.

Misconduct

- Poor time keeping.
- Unauthorised and unreasonable absence from work.
- Failure to meet the adequate standard of job performance.
- Failure to comply with procedures.
- Failure to answer a question during a properly constituted investigation.
- Minor violation of safety practices.
- Minor breaches of Company regulations.
- Improper use of business funds or property.
- These are examples only and not an exhaustive list

Gross Misconduct

Gross misconduct is misconduct of such a serious and fundamental nature that it breaches the contractual relationship between the employee and the organisation.

When it has been established that an employee has committed an act of gross misconduct the normal consequence will be dismissal without notice or payment in lieu of notice. Some examples of gross misconduct are as follows:

- Theft or wilful damage or negligence which leads to loss, damage to property or goods belonging to the Company, its customers or suppliers, or other employees.
- Unreasonably refusing to the Company searching your bags or vehicle.
- Unauthorised disclosure or use of confidential information from the Company or about any of its customers.
- Conduct likely to damage the reputation of the Company.
- Drunkenness and unlawful drug abuse.
- Discrimination on the grounds of age, sex, race, religious belief, disability or sexual orientation or harassment or bullying of colleagues or customers [or service users/clients/guests/members].
- Accepting bribes.
- Fraud, dishonesty or any other offence which would be a breach of the law of the land.
- Assault or attempted assault of other employees or members of the public.
- Bringing the company into disrepute including postings on social networking sites.

- Obscene language or seriously offensive or rude behaviour or conduct.
- Grossly indecent or immoral behaviour
- Conduct which causes us to lose faith in your integrity.
- Failure to carry out a reasonable order given by a manager during working hours or serious disregard of duties.
- Serious insubordination.
- Serious breaches of the IT Security policy.
- Serious breaches of the Health and Safety policy
- Failure to report accident damage to a Company vehicle.

This is not an exhaustive list.

Bullying and Harassment

Puffin encourages an environment in which everyone is entitled to work without harassment, victimisation and bullying.

Bullying and harassment is harmful to everyone. It can subject individuals to fear, stress and anxiety. Great strains can be put on work, personal and family life. Bullying and harassment can lead to absenteeism, poor performance, an apparent lack of commitment and ultimately resignation from the company. It can impact badly on organisational effectiveness, business success and expose the Company and its employees to legal proceedings.

Individuals who are bullied or harassed are often made to feel vulnerable and can be reluctant to complain.

The Company will not tolerate any form of bullying or harassment, whether amounting to unlawful racial, gender, disability, age, religion or belief, gender re-assignment, sexual orientation discrimination or not. Any form of offensive and unfair behaviour, whether or not such behaviour is unlawful will not be considered acceptable behaviour.

“Bullying” means offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power intended to undermine, humiliate, denigrate or injure a colleague. Bullying does not include legitimate and constructive criticism of your performance or behaviour, setting challenging work or an occasional raised voice or an argument. Examples of bullying (this is a non-exhaustive list)

- Aggressive behaviour,
- Ridiculing or demeaning others in public,
- Belittling their opinions, persistent undue criticism
- Unjustifiably excluding colleagues from meetings/communications.

“Harassment” is any unwanted physical, verbal or non-verbal conduct which has the purpose or effect of affecting the dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment. Such conduct may be related to gender, race, disability, gender re-assignment, age, sexual orientation, religion or belief, pregnancy or maternity.

Harassment can take many forms but in general terms it is regarded as any action or conduct which creates an intimidating, hostile, degrading or humiliating environment. It is the effect of the behaviour or conduct upon the victim which is of importance in determining whether harassment has occurred rather than the type of behaviour itself or the intention of the alleged perpetrator. It can be an isolated act or take the form of repeated behaviour. Examples of harassment (this is not an exhaustive list)

- Unwanted physical conduct, ranging from touching or brushing against another employee's body to assault or coercing sexual relations
- Offensive or intimidating comments or threats
- Insensitive jokes or pranks

Participating in bullying and harassment may constitute a criminal offence or one which is subject to a civil claim in addition to being considered to be a serious disciplinary offence.

It is an important part of determining whether harassment or bullying has occurred to consider both views i.e.: - if you find that certain behaviour is unacceptable or offensive and the extent to which

you say you have suffered and objectively judging whether others would also find such behaviour unacceptable. Just because conduct is acceptable to others will not mean that the behaviour is necessarily judged to be acceptable.

The policy applies to employee's conduct in, or out of office hours, when entertaining customers, or at work events.

All employees have a responsibility for complying with this policy and treating all colleagues with dignity and respect. If you believe that you have been subject to, or witnessed harassment, victimisation or bullying, you must inform your line manager or member of senior management team so that we can keep our workplace free from unacceptable behaviour.

The procedure for dealing with cases of bullying or harassment is set out below:

If you believe you are being subjected to any bullying or harassment then, in the first instance you should ask the offender to stop or make it clear that such attention is unwelcome. If necessary ask a friend or colleague to help you do this.

Such an informal approach may be all that is needed, but you should make a note of the details and keep them.

If your request is ignored and the harassment continues, or you feel unable to make the informal approach, please contact your Line Manager or member of senior management team immediately. Details will be taken and should be confirmed in writing by the victim, this constitutes a formal complaint.

Either a manager nominated by the manager who took the complaint, or an independent consultant, will investigate the complaint. Allegations will be dealt with seriously and confidentially and there will be no victimisation of any employee making or being involved in a complaint.

In cases of serious alleged harassment, any employee directly involved may be suspended on full pay pending investigation.

If the harassment has taken place then the accused will be dealt with in accordance with the Disciplinary procedure.

It is hoped that the implementation of this policy will ensure that all our employees work in an atmosphere of mutual trust, dignity and respect.

Excerpt from Company Handbook

Capability Procedure

We aim to ensure that concerns over performance are dealt with fairly and that steps are taken to establish the facts and to give you the opportunity to respond at a hearing before any formal action is taken.

Performance issues will normally be dealt with informally first as part of day-to-day management. Where appropriate, a note of any such informal discussions may be placed on your personnel file but will be ignored for the purposes of any future capability hearings. The formal procedure will be used for more serious cases, or in any case where an earlier informal discussion has not resulted in a satisfactory improvement.

You will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence, or in any case where you have not yet completed two years' service, dismissal without previous warnings may be appropriate.

Notification of a capability hearing

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

We will also include any relevant documents, information or witness statements where appropriate. We will give you written notice of the date, time and place of the capability hearing. The hearing will be held as soon as reasonably practicable, but you will be given a reasonable amount of time to prepare your case based on the information we have given you.

Right to be accompanied at hearings

You may bring a companion to any capability hearing or appeal hearing under this procedure. The companion may be either a trade union representative or a colleague. You must tell us who your chosen companion is in advance.

Your companion will not be allowed to answer questions on your behalf but you may confer privately with your companion at any time during the hearing.

You must make every effort to attend the hearing, and failure to attend without good reason and notice may be treated as misconduct in itself. If you or your companion cannot attend the hearing you should inform us immediately and we will usually arrange an alternative time. Only one postponement will be granted.

If you fail to attend without good reason and notice we may have to make a decision based on the available evidence in your absence.

Procedure at capability hearings

At the hearing you may ask relevant witnesses to appear, provided you advise us in advance.

The aims of a capability hearing will usually include:

- Setting out the required standards that we believe you may have failed to meet, and going through any relevant evidence that we have gathered.
- Establishing the likely causes of poor performance including any reasons why any measures taken so far have not led to the required improvement.
- Identifying whether there are further measures which may improve performance.
- Where appropriate, discussing targets for improvement and a timescale for review
- If dismissal is a possibility, establishing whether there is any likelihood of a significant improvement being made within a reasonable time and whether there is any practical alternative to dismissal

A hearing may be adjourned if we need to gather any further information or give consideration to matters discussed at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

We will inform you in writing of our decision and our reasons for it, usually within one week of the capability hearing. You will also be sent a copy of the minutes from the hearing.

Stage 1 hearing: Formal Verbal warning

Following a Stage 1 capability hearing, if we decide that your performance is unsatisfactory, we will give you a formal verbal warning, setting out:

The areas in which you have not met the required performance standards.

Targets for improvement.

Any measures which will be taken with a view to improving performance.

A period for review.

The consequences of failing to improve within the review period, or of further unsatisfactory performance.

Your performance will be monitored during the review period and we will write to inform you of the outcome. If we are satisfied with your performance, no further action will be taken. If however, we are not satisfied, the matter may be progressed to a Stage 2 capability hearing or the review period may be extended.

Stage 2 hearing: First written warning

If your performance does not improve within the review period set out in a formal verbal warning, or if there is further evidence of poor performance while your formal verbal warning is still active, we may decide to hold a Stage 2 capability hearing. We will send you written notification as set out above.

Following a Stage 2 capability hearing, if we decide that your performance is unsatisfactory, we will give you a first written warning, setting out the same information as contained in a formal verbal warning.

Your performance will be monitored during the review period and we will write to inform you of the outcome. If we are satisfied with your performance, no further action will be taken. If however, we are not satisfied, the matter may be progressed to a Stage 3 capability hearing or at our discretion the review period may be extended.

Stage 3 hearing: Final written warning

If your performance does not improve within the review period set out in a first written warning, or if there is further evidence of poor performance while your first written warning is still active, we

may decide to hold a Stage 3 capability hearing. We will send you written notification as set out above.

Following a Stage 3 capability hearing, if we decide that your performance is unsatisfactory, we will give you a final written warning, setting out the same information as contained in a first written warning.

Your performance will be monitored during the review period and we will write to inform you of the outcome. If we are satisfied with your performance, no further action will be taken. If however, we are not satisfied, the matter may be progressed to a Stage 4 capability hearing or at our discretion the review period may be extended.

Warnings

Warnings will normally remain active for six months from the end of the review period, after which time they will remain permanently on your personnel file but will be disregarded for the purposes of future capability proceedings.

Stage 4 hearing: Dismissal

We may decide to hold a Stage 4 capability hearing if we have reason to believe:

- Your performance has not improved sufficiently within the review period set out in a final written warning, or your performance is unsatisfactory while a final written warning is still active; or your performance has been grossly negligent such as to warrant dismissal without the need for a final written warning.

We will send you written notification of the hearing as set out above.

Following the hearing, if we find that your performance is unsatisfactory, we may consider a range of options including:

- Dismissing you
- Extending an active final written warning and setting a further review
- Giving a final written warning (where no final written warning is currently active)

Dismissal will normally be with full notice or payment in lieu of notice, unless your performance has been so negligent as to amount to gross misconduct, in which case we may dismiss you immediately without notice or any pay in lieu.

Appeals against action for poor performance

If you feel that a decision about poor performance under this procedure is wrong or unjust you should appeal in writing, stating your full grounds of appeal, to the person named in your contract to appeal disciplinary decisions and this should be within seven calendar days of the date on which you were informed in writing of the decision.

If you are appealing against dismissal, the date on which dismissal takes effect will not be delayed pending the outcome of the appeal. However, if your appeal is successful you will be reinstated with no loss of continuity or pay.

We will give you written notice of the date, time and place of the appeal hearing. You may bring a companion with you to the appeal hearing as set out above.

Following the appeal hearing we may:

- Confirm the original decision
- Revoke the original decision; or
- Substitute a different penalty

We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. You will also be sent a copy of the minutes from the hearing. There will be no further right of appeal.



Sickness and Absence Policy

Foreword

Puffin Produce Ltd expects all its employees to maximise their attendance in work but recognises that they will, from time to time, be unable to work due to sickness, injury or problems at home. In the event of any absence, this policy sets out clear responsibilities for employees, line managers and Puffin Produce Ltd for managing the absence.

This policy looks at short term illness, which is defined as those absences lasting up to 7 days or less, and long term absences from work lasting 8 days or more.

We understand that there will be some absence amongst employees, but if an employee is frequently and persistently absent from work, this can damage efficiency and productivity and create an additional burden of work on the employees colleagues. As a company we need to ensure that a balance is struck between its business requirements and the genuine needs of the employee.

Scope

This Policy provides guidance to all employees, line management and the Company with details on managing absence in the workplace. Puffin Produce Ltd will maintain records and will use the information to monitor attendance levels. All information will be kept in line with the Company Data Protection requirements. When considering an individual's absence levels, the Company will distinguish between genuine sickness and absence, capability and conduct and will address each separately and appropriately based on the information available.

Guidance

Employees

Employees will:

- Follow the Sickness and Absence Policy
- Report all absences and lateness to the employee reporting line (01437 776990) no later than the start of shift on the first day of absence. Text messages, emails and calls to other numbers are not accepted means of reporting unless agreed with the Line Manager. The employee should indicate, where possible, the reason for the absence and when they expect to return to work. Any outstanding work that needs to be completed in their absence should be reported separately to the relevant member of staff.
- For absences longer than 1 day, report absence to the employee reporting line on each subsequent day of sickness or absence, unless the Company are in

possession of a Fitness to work note (Fit note) from a GP covering the period in question or alternative arrangements have been made by the individuals Line Manager or HR. Any subsequent calls to the absence line should still include the reason for the absence and details of when they expect to return.

- Obtain a GP's Statement of Fitness to Work if any absence exceeds 7 days (including weekends and bank holidays) and forward this immediately to the HR Department and thereafter at regular intervals as long as the absence continues
- Understand, that if they feel able to return to work prior to the expiry of the medical certificate the employee must first obtain a medical certificate from their doctor, before they return to work, stating that they are fit for work
- Report all absences and lateness personally, and only in exceptional circumstances should partners, parents or friends call the line
- Understand that failure to follow the reporting procedure may result in loss of Statutory Sick Pay if there is an entitlement to this and/or disciplinary action
- Understand that any period of sickness of more than 7 days including weekends and bank holidays that is not covered by a fit note will be considered as unauthorised absence and may result in a loss of statutory sick pay and/or disciplinary action
- Expect periodic contact from HR or Line Manager during long periods of absence which could include home visits
- Not report for work if suffering or have suffered an infectious/contagious condition or illness without GP clearance. If you are unsure if you have an illness of this nature please contact us or your GP for guidance.
- Do nothing to aggravate or delay recovery such as working for another employer or taking part in inappropriate social or sporting activities.
- Upon returning to work, after any absence, immediately alert their Line Manager to their return and complete a company Fitness to return to work form. This form must be completed after any unauthorised absence, absence for sickness and holidays including non-EEA travel. It is understood that by clocking into work they are declaring that they are free from any infectious illnesses and have been free from symptoms of vomiting and diarrhoea for 48 hours and do not pose any risk to food safety. If the employee is not free from symptoms or has an infectious illness they should not clock in and consult their Line Manager before entering any food production area. In addition they will attend a return to work interview with your line manager.
- Where you are unable to take your full holiday entitlement in a holiday due to sickness absence, your accrued but unused entitlement will be carried forward but must be taken within 12 months of the end of the relevant holiday year. Any entitlement not taken during that time will be lost and you will not receive any pay in lieu of any holiday not used within that time.

- Understand where, following an investigation, it is determined that an employee has been dishonest in their completion of the return to work form or has breached the Sickness and Absence policy this may constitute gross misconduct and may lead to summary dismissal or withdrawal of Company sick pay
- Understand that persistent levels of short term absence through sickness or other reasons or periods of long term illness could, after proper investigation and processes have been followed, lead to termination of employment.

Line Management

Line Managers will:

- Follow the Sickness and Absence Policy
- Ensure that absence and lateness is recorded correctly on timesheets/ attendance recording system
- Arrange a return to work interview on the day that the employee returns to work and ensure that the employee is not permitted to work until the return to work interview has been carried out.
- Ensure that all sickness/absence documentation is sent to HR within 48 hours of receipt.
- Monitor individual's sickness records, whilst taking note of the trigger information outlined in the policy.
- Keep in touch with employees on long term sickness or absence
- Have the discretion to agree at the first time of absence reporting to reduce frequency of calls and/or to accept subsequent contact by email or text message. Any agreement should be notified to HR immediately and should only be done in extenuating circumstances such as a bereavement of a close family member.
- Act fairly, consistently and without discrimination or bias.
- Seek advice and guidance from HR as required
- Understand where, following an investigation, it is determined that an employee has been dishonest in their completion of the return to work form or has breached the Sickness and Absence policy this may constitute misconduct or gross misconduct and the disciplinary process should be started.
- Require HR intervention when trigger points are reached and it is deemed that disciplinary action is required.

Human Resources

HR will:

- Record sickness, absence and lateness as per the information received via the absence reporting line

- Email or call the employee on the first day of absence and advise them of the procedure to follow going forward.
- Inform individuals when their entitlement to paid company sick pay or Statutory Sick pay is soon to expire.
- Keep in touch with employees on long term sickness or absence
- Have the discretion to agree at the first time of absence reporting to reduce frequency of calls and/or to accept subsequent contact by email or text message. Any agreement should be notified to the individual's line manager immediately and should only be done in extenuating circumstances such as a bereavement of a close family member.
- Support Line Managers to manage sickness, absence and lateness.
- Support Line Managers in disciplinary proceedings relating to sickness and absence
- Provide guidance and advise on helping managers prepare for return to work discussions, writing phased return to work plans, managing long term and persistent short term absences
- Arranging Occupational Health checks and communicate with GP's and employees regarding ongoing sickness
- Provide training where necessary

Return to work Interview

On the first day of returning to work, employees are expected to complete a return to work form and discuss the reasons for their absence with their line manager and if the absence was due to sickness, whether they are fit to resume their normal responsibilities. They should also discuss whether or not the reason for their absence, be it sickness or another reason, is likely to occur again and ascertain if Puffin Produce needs to provide any support or workplace adjustments in order to reduce or prevent a reoccurrence. When an employee's absence levels are giving cause for concern this meeting may also be used to discuss the absence levels and potential future absence. If a Line Manager genuinely believes that the reasons the employee has given for the absence are untrue, then a formal disciplinary process should be started. If any of the trigger points for frequent or emerging patterns of illness have been reached this must also be advised in the meeting and if necessary a formal disciplinary process should be started.

Fit notes

If an employee, submits a fit note indicating that they may be fit for work the company must have a meeting with employee to review any recommendations for any workplace adjustments given by the GP and discuss how this will work in practise. In the instance that adjustments cannot be made to an individual's role, then the Company will make every effort to seek alternative employment within other departments. If the company cannot

accommodate the recommendations of the GP then they will advise the employee as soon as possible.

Statutory sick pay (SSP)

SSP will be paid in accordance with legislation in force at the time of absence. SSP is only payable on "qualifying days" which are days that you would normally work. However, the first three qualifying days of sickness/injury absence do not attract SSP and these are called "waiting days". Where a second or subsequent period of incapacity (of four days or more) occurs within 56 days of a previous period of incapacity, waiting days are not served again.

Company Sick Pay

If you are entitled to Company sick pay this will be detailed in your contract of employment. After the successful completion of the probationary period and subject to the correct notification and certification process, the Company may, at its absolute discretion, pay up to full pay which will include any SSP in a 6 month rolling period.

If you are absent due to incapacity caused by a third party or for an accident covered by insurance, any Company Sick payments are to be considered as a loan and you or your representatives must include in any claim you make against a third party or insurance company, a claim in respect of that.

If you successfully claim for loss of earnings during a period of incapacity (during which period you have received Company sick pay), you are required to repay the total amount of Company sick pay (less SSP) to us within 14 days of receipt of the payment by you from the insurer. Please note that if you do not make this payment to us then we will be entitled to recover this as a debt through the relevant Courts.

Monitoring Absence and Trigger points

Trigger	Action
1st day of absence	HR to contact employee to advise of actions to be taken going forward.
Absence due to accident in the work place or reportable disease	Advise Health and Safety Advisor of situation of in both instances and in the instance of a reportable disease also advise Technical Manager.
After 7 days absence	Ensure receipt of Fit note Line Manager to contact individual to discuss absence and identify possible return to work dates
Frequent/Emerging patterns of absence – three periods of absence in three months.	Dependant of reasons for absence employee invited to attend a medical capability hearing possible outcome verbal warning.
Frequent/Emerging patterns of absence – further three periods of absence in three months (6 in total)	Employee invited to attend a medical capability hearing possible outcome written warning

Frequent/Emerging patterns of absence – further three periods of absence in three months (9 in total)	Employee invited to attend a medical capability hearing possible outcome final warning.
Frequent/Emerging patterns of absence – further three periods of absence in three months (12 in total)	Employee invited to attend a medical capability hearing possible outcome dismissal
10 days absence in 12 month period	Ten days is defined as comprising of single and/or multiple days' absence. Employee invited to attend a medical capability hearing. Possible outcome verbal warning.
Frequent absence due to disability or reoccurring illness	HR to contact GP and request medical report. Meet with the individual to ascertain if any reasonable adjustments can be made to the absence level triggers and/or in the workplace. If necessary arrange appointment with Occupational Health or refer to the Fit for Work Service. Continually monitor on grounds of capability.
Long term sickness	Contact the employee on receipt of each new Fit note if appropriate, in order to discuss absence, progress and possible return to work. Discuss phased return to work options and adjustments on the workplace. If necessary contact GP and request a medical report and arrange an occupational health appointment. If employee is entitled to Company sick pay monitor and advise when 50% of the paid term is passed and when Company sick pay will end.
20 weeks sickness absence	For employees entitled to SSP only issue a SSP1 form to advise employee that entitlement to SSP is due to end. Contact employee to discuss future arrangements regarding continued employment.
Return to work	Employee to complete a Return to work form. Line Manager to hold a return to work interview.

Short Term Absence Medical Capability hearings

Hearings should be arranged in line with the Company capability procedures and should be held promptly after each trigger stage (outlined in the above table). It is not appropriate to miss out stages and move to a further level. There is flexibility to refer the employee for medical opinion or to request their permission to obtain information from their GP at any time, if as an outcome of this process, it is suspected there is an underlying medical problem.

The objectives during the disciplinary hearings are to:

- Point out the frequency/pattern of absence
- Discuss the reasons for the absence and how the employee is feeling
- Invite the employee to put forward their suggestions on how their attendance could be improved
- Agree an action plan to improve attendance
- Advise of the likely consequences if there is not improvement

Long term illness review Meetings

In the cases of long term absence where there appears to be little or no likelihood of return to work within a reasonable timeframe, the employee will be invited to attend a review meeting. Ideally this should be a face to face meeting, held when an absence reaches on or about 12 weeks, but managers must be sensitive to the situation and consider the needs and situation of the individual employee and explore other options that may be deemed more suitable. The meeting should cover, but not be limited to:

- Possibility of fully returning to work; a doctors note should be obtained stating that the employee is fit for work and a return to work date arranged. The Line Manager may need to arrange the employee to attend refresher training courses.
- Adjustments to the role, be they permanent or temporary, to enable the employee to return to work;
- Physical adjustments to the workplace, be they permanent or temporary, to enable the employee to return to work;
- Consideration of any alternative roles that can be offered and would be suited to the employees needs;
- Decide on a period of further review suited to the individual situation, if necessary, with the purpose of obtaining more information about the illness or to allow full recovery. It is recommended that a further review meeting is held at or around 16 weeks of absence and that a further review will take place no later than 24 weeks.

Phased return to work

Employees who have recovered from prolonged or debilitating illnesses will often find it difficult to return immediately to their full contracted duties and house of work without further risk to their health. There is a clear benefit to the Company in providing flexibility to enable employees to return to work earlier by a phased re-introduction

This may include restrictions on certain work activities and/or reduced hours. The Line Manager should discuss with the employee prior to the return to work date to discuss all issues surrounding the return including updating employees of any changes, discussing the practicalities of the proposed return to work and the scheduling of accrued holidays.

Each case should be considered on its own merit, but a return to work programme for 8 weeks would generally be regarded as acceptable. A phased return to work could include a balance of sick leave, unpaid leave or if acceptable to the employee holiday accrued to the point of return.

In certain circumstances senior managers will have the discretion to authorise an element of paid leave of absence. The aim would be for the employee to return to full duties at the end of this period.

Ending employment

If after all options have been considered and no recovery is likely that we may unfortunately decide that there is no other option than ending employment. This decision may be taken at the end of the Long Term Illness Review Meetings Process above, or before this if there is clear medical evidence that there is no reasonable likelihood of a return in the foreseeable future and the impact on the Company of keeping the position open is too great.

Any decision regarding dismissal will only be taken after careful consideration and full investigations have been carried out of all other options. To contemplate dismissal the Line Manager must have provided the employee with specific cautions that their employment is at risk at earlier review meetings. The actions taken will depend on a range of factors including but not limited to the cause of the absence, the future prognosis, whether work place adjustments to the role or physical adjustments can be made and whether alternative duties are available. Depending in the individual employee circumstance ie long term or re-occurring illness, it is also advised to obtain professional medical advice prior to terminating employment.

In the event of dismissal the options will be:

- Dismissal on grounds of medical capability – This will normally be the outcome where there is no apparent underlying cause for a high level of short-term absence or there is a disability involved that is preventing them from working.
- Ill-Health dismissal – This will normally be the outcome where the employee has a genuine illness that prevents them from working.

Disability and Reasonable adjustments

Under the Equality Act 2010 a disabled person is defined as "a person with a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities". All absences of employees classed as having a disability are to be recorded as per nondisabled employees. However it is important during the return to work interviews to establish whether the absence was related to the disability. Reasonable absences relating to the disability will be disregarded in terms of capability action for non-attendance.

The Equality Act recognises that treating all employees the "same" can penalise disabled people unfairly. Consequently, to remove this disadvantage, employers are obliged to make reasonable adjustments to working practices to accommodate the needs of disabled people. This duty arises where a provision, criterion or practice applied by or on behalf of the employer, or any physical features of premises occupied by the employer, places a disabled person at a substantial disadvantage compared with people who are not disabled. An employer has a duty to make reasonable adjustments if it knows or could reasonably be expected to know that an employee is disabled.

Examples of Reasonable Adjustments under the Equality Act 2010

The following are examples of steps which an employer may have to take in relation to a disabled person in order to comply with subsection (1)—

- (a) Making adjustments to premises;
- (b) Allocating some of the disabled person's duties to another person;
- (c) Transfer to fill an existing vacancy;
- (d) Alteration of working hours;
- (e) Assignment to a different place of work;
- (f) Allowing absence during working hours for rehabilitation, assessment or treatment;
- (g) Provide or arrange training;
- (h) Acquiring or modifying equipment;
- (i) Modifying instructions or reference manuals;
- (j) Modifying procedures for testing or assessment;

Special Circumstances

Pregnancy

Pregnant employees with high levels of absence due to pregnancy related issues cannot be disciplined for any absence associated with pregnancy but should be monitored, work place adjustments put in place if possible and can be asked to take early maternity leave if absent in the four weeks prior to the due date. It should be ascertained at the return to work interview if the absence was related to the pregnancy or for other reasons.

Mental Illness

Where it is known that an individual suffers from mental illness, it is reasonable that the manager should take account of this when reviewing sickness absence. In relation to the normal approach to sickness absence management, because of the nature of certain types of mental illness, managers should be particularly wary of the effects of their action on the employee. In recognition of this, it is advisable that professional medical advice is gained.

Stress

Early intervention in cases of work related stress are proven to have the highest rate of success in facilitating a return to work. There is more information in the Managing Stress and Work policy.

Terminal illnesses

In the case of a terminally ill employee there is a need to consider the situation and continued employment in a particularly sensitive way. This may involve reviewing how the absence and sickness procedure is applied to them.

Return to Work Discussion Form

Name of Employee		Department	
Date of Return To Work Discussion			

Section 1 - Background

1. Dates of most recent absence.	First date of absence	Last date of absence	No. of days absent

2. What was the reason for the absence?

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3. Did the employee comply with the notification procedure?	Yes ☐	No ☐
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If no, please state reason(s) and indicate what action has been taken.

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4. Was this absence related to a previous absence?	Yes ☐	No ☐
--	------------------------------	-----------------------------

Ensure that you have a record from Sage or Direct Time for all absences prior to interview

Section 2 – Introduction

☐	Welcome back
☐	Update employee on developments/changes in the department
☐	Reassure employee that they are a valued member of the team

Section 3 – Enquire about Health

1. Are they fit to undertake the full duties of their post?	Yes ☐	No ☐
2. Did the employee seek advice from their doctor?	Yes ☐	No ☐

If yes, what was the advice?

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3. Does the employee require further medical treatment?	Yes ☐	No ☐
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If yes, please detail.

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4. Did the doctor give any advice in respect of the employee's work/ work pattern?	Yes ☐	No ☐
--	------------------------------	-----------------------------

If yes, please specify.

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5. Are there any preventative measures either work related or medically that can reduce the possibility of a recurrence of the	Yes ☐	No ☐
--	------------------------------	-----------------------------

absence?		
If yes, please specify.		
6. Are there any underlying problems relating to the absence?	Yes ☐	No ☐
If yes, please specify.		
7. Can any assistance be given to the employee by the department, Occupational Health or some other agency?	Yes ☐	No ☐
If yes, please specify.		
8. Is any further action/support required?	Yes ☐	No ☐
If yes, please specify.		

Section 4 – Consequences and observations	
☐	Remind employee of the need for good attendance levels
☐	Draw attention to their attendance record
☐	Point out the effects on others
☐	Re-affirm the Company's procedure for managing attendance
☐	Point out consequences of further absences
☐	Check employee understands implications of further absences

Employee Signature		Date	
Line Manager Signature		Date	
Line Manager's Name		Position	

Please send a copy of this form to HR on completion.



Alcohol and Drugs policy

It is the responsibility of the Company to ensure, so far as is reasonably practicable, the health, safety and well being of all employees. Employees who are under the influence of drugs, legal highs and or alcohol whilst at work may adversely affect their own safety and that of their colleagues.

The taking of alcohol, drugs and legal highs is strictly prohibited **before** working hours where appropriate functioning at work would be adversely affected and at **all times during** working hours. If an employee is taking prescribed medicine that could impair their ability to carry out their day to day tasks with specific relation to operating machinery or driving vehicles they are obliged to inform the HR department.

The possession of any drugs, except those that are legally prescribed, or legal highs on company premises, is strictly prohibited. This prohibition extends to the Company accommodation.

Currently any employee who is found to be under the influence of drugs, alcohol or legal highs during working hours will be suspended on full pay pending a disciplinary hearing which may result in the employee's dismissal for gross misconduct. As you are aware we carry out regular accommodation and locker checks and must advise that any employee found to be in possession of, or dealing in illegal substances on Company premises will be suspended on full pay pending an investigation and possible disciplinary hearing, which may result in the employee's dismissal for Gross Misconduct. In all instances of this kind the employee will be reported immediately to the police.

The full policy is detailed in the attached document and will become part of your contracted terms and conditions of employment. We would therefore advise that you read the policy thoroughly. We would ask that you also return a signed copy of the document confirming your understanding and acceptance of the policy.

PUFFIN PRODUCE LTD

Withybush, Haverfordwest, Pembrokeshire SA62 4BS. Tel: 01437 766716 Fax: 01437 767319

Registered in England & Wales No 02982444

Alcohol Breath Testing Procedure

The Company reserve the right to request employees who are suspected to be under the influence of alcohol to undertake an alcohol breath test. The alcohol test will consist of an on-site breath analysis using a calibrated electronic meter. The breath test will determine the levels of alcohol present in the donors system. A positive alcohol result is where the level of alcohol concentration in the sample is greater than the current drink drive limit used by the police, which is derived from the Road Traffic Act 1988 which is 35 micrograms of alcohol per 100 ml of breath in Wales.

Testing Criteria

Testing will apply to any employee, contractor or agency worker across all areas of the business. When there is cause to believe that an individual's behaviour and/or performance during work hours is impaired by alcohol, they will be required to undertake the alcohol testing procedure.

Some examples of circumstances where this may be appropriate are:-

1. Obvious signs of mental and/or physical impairment ie slurred speech, confusion, swaying or staggering movements.
2. Smell of alcohol on the breath
3. Recognition by managers, supervisors or colleagues of symptoms affecting work performance.
4. Complaints from other employees, contractors or visitors indicating that alcohol may be a factor.
5. The discovery of items in possession of an individual during work hours that could indicate involvement with alcohol.
6. After an accident or incident.

Testing can only be formally requested by a member of the management team and is only to be carried out by designated trained staff. If an employee refuses to take an alcohol breath test they will be suspended on full pay pending further investigations. These investigations may result in a formal disciplinary hearing, the outcome of which could be up to and including dismissal on the grounds of gross misconduct. If an agency worker or contractor refuses to take an alcohol breath test they will be removed from site and their line manager informed. In this instance the Company has the right to refuse the individual to undertake any further work onsite.

Random Testing

Random testing will not routinely be undertaken by the Company. However, the Company reserves the right to undertake random testing in the future as and when deemed appropriate.

The Alcohol Testing procedure

The test will be conducted in private with the manager carrying out the test being accompanied by another manager who will record the test results. The employee due to be tested will be given the opportunity to be accompanied by a companion. The alcohol test will consist of an individual being asked to blow into a hand held electronic device which measures alcohol in the last part of a breath sample (deep lung air), which provides a correlation with blood alcohol concentration, which is the key indicator of possible impairment. The device has various functions built in to ensure that the subject provides a satisfactory breath sample while the result is produced on a digital display, results will either be printed directly from the device or will be recorded on the appropriate form.

If the result of the initial breath test is zero, there will be no further breath testing and the employee, contractor or agency worker will be allowed to return to work. However, if it is other than zero, a second sample will be collected immediately. The result of the first pair of tests will be deemed to be the lower of the two readings, i.e. result 1. This procedure protects against the possibility that a belch whilst blowing might elevate one breath alcohol test result.

A second pair of breath samples will be collected approximately 20 minutes later. This will determine if the donor's alcohol concentration is rising or falling and will enable the Company to make an informed decision as to the donor's fitness for work and the nature of the work that they can safely perform. The result of the second pair of tests will be deemed to be the lower of the two readings, i.e. result 2. The breath test reading that the Company will act upon will be the higher of result 1 and result 2.

In the interests of safety if result 2 is higher than result 1 but is within the pre-determined testing limit, further pairs of tests will be conducted at 20 minute intervals to see if the limit is eventually exceeded. This is particularly relevant if an employee has consumed alcohol immediately prior to starting work and taking the alcohol breath test.

If the results of the breath test are shown to be above the legal limit for driving the employee will be suspended on full pay pending a disciplinary hearing which may result in the employee's dismissal for gross misconduct. In the case of an agency worker or contractor showing a test result above the legal limit to drive they will be immediately removed from site and their line manager informed. Puffin Produce Ltd have the right to refuse the individual to undertake any future work onsite.

If the results of a breath test are showing the presence of alcohol but it is below the legal limit for driving the employee will be allowed to return to work although they may be delegated alternative duties until a negative breath test is obtained. In the case of contractors or agency workers providing a test showing the presence of alcohol but which is below the legal limit for driving, the Company will allow them to return to work under the same conditions imposed on direct employees.

Revised Sickness and Absence Policy - Meeting

FILE MEETING

Delete Respond Meeting Notes Calendar H&S recruitment To Manager Team Email Move Rules Mark Unread Categorize Follow Up Editing Zoom

Delete Respond Meeting Notes Calendar Quick Steps Move Tags Zoom

Fri 03/02/2017 11:03

Jane Sadler

Revised Sickness and Absence Policy

Required Peter Llewellyn; Marita Podniece; Neill Crawshaw; Penny Odey; Beverley Humphreys; Alan; **productiongroup**

When 10 February 2017 09:00-09:30

Location Skomer

Hi all,

I have put together a revised sickness and absence policy which will enable us to manage sickness absence in a more structured and hopefully effective way. I have attached a copy of the policy which has now been signed off.

Could you please have a read through and if you have any questions I have allocated 30 minutes after the morning meeting on Friday 10th to cover these off before we issue the details out to the wider workforce. I have also attached a copy of the return to work discussion form which I would welcome feedback on.

Regards,

Jane

 Return to work interview.docx



Jane Sadler No items

Jane Sadler

From: Jane Sadler
Sent: 28 June 2019 19:53
To: Jane Sadler
Subject: Involving Managers with forming procedures
Attachments: Absence and Sickness Policy.docx; Informal Return To Work Discussion Form.doc

From: Jane Sadler
Sent: 10 February 2017 15:26

To: Odey <odney@puffinproduce.com>; Peter Jewellin <peter@puffinproduce.com>; Wayne Powell <wpowell07@sky.com>; Jack Martnell <jack@puffinproduce.com>; Neil Crawshaw, Chris Davis <Chris@puffinproduce.com>; Marita Purdy <marita@puffinproduce.com>; Beverley Humphrey <beverley@puffinproduce.com>

Subject: Absence Policy

Hi all,

Thanks for your time this morning. I know there are a couple of suggested adjustments, if possible can you let me have any changes that you think maybe required by Wednesday of next week please.

I have attached copies of the two documents.

Many thanks,

Jane

Jane Sadler
 HR Executive

dd: 01437 772772

t: 01437 766716

m: 07713 567246

jane@puffinproduce.com

puffinproduce.com | blasytir.com



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS

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Alcohol Breath Test

If you suspect that an employee has been drinking and maybe under the influence of alcohol in work we now have the right to ask them to take an alcohol breath test.

Steps

- ▶ Contact manager or senior manager to explain the situation. Only they can request that a breath test be carried out
- ▶ Only designated trained people can carry out the test
- ▶ The trained person must be accompanied by a company witness who must be supervisor level or above.
- ▶ The person who is suspected of drinking must be asked if they would like a companion to be present with them whilst they are taking the test
- ▶ Observe confidentiality and always conduct the test in a private room

Before the test

- ▶ Collect the breath testing device that will be kept in Sues desk
- ▶ Print off the record sheets and instructions from Q Drive, Shared, HR Shared
- ▶ Ask what time the person last had a drink, ate or smoked. You must ensure that 20 minutes has passed since the last time they ate, drank or smoked.

Taking the test and possible outcomes

- ▶ The limit we have set is 0.35mg per litre of breath
- ▶ First result is above 0.35mg/l - suspend on full pay
- ▶ First sample is zero - return to work
- ▶ Final result is below 0.35mg/l - first result is higher than second - return to work and consider amended duties
- ▶ Final result is below 0.35mg/l - second result is higher than first - continue taking samples

After the test

- ▶ If suspended, escort individual off site. Advise against driving and advise them that you will have to contact the police if they do drive
- ▶ Give all paperwork to HR
- ▶ Inform line manager of situation

Alcohol Breath Test Procedure Guidance Notes

1.	Contact a Manager or Senior Manager to request Breath test is carried out	
2.	Ask person suspected of drinking if they would be prepared to take a breath test.	Yes - continue the process No – Suspend ensuring that you say that the suspension is on full pay pending further investigation and a letter/email will be sent regarding the suspension If an agency worker or contractor refuse, you will need to ask them to leave site and immediately contact their employer. Inform them that they should not drive, and if they do drive you will have no other option but to contact the police.
3.	Ask the individual if they would like to be accompanied by a companion	
4.	Ensure that the person carrying out the test has been trained	
5.	Ensure that the Company witness is at least supervisor level	
6.	Find a private room to conduct the test	
7.	Carry out the tests in line with instructions on the recording form	
8.	Individual is unable/unwilling to provide a sample	Advise them that if they cannot successfully give a sample then they will be suspended on full pay if they are an employee or asked to leave site if they are an agency worker or contractor. Allow three attempts.
9.	Follow guidance on the record form relating to action dependant on outcome	
10.	Zero alcohol registered	Consider if the individual may have been taking drugs or have a medical condition that may be impairing them.
	Under 0.35mg/l registered	Ensure that you reaffirm the company expectations of people not being under the influence of alcohol and associated dangers.
	Over 0.35mg/l registered	Immediately suspend advising that suspension is on full pay and they will received a formal letter from HR regarding the suspension. Inform them that they should not drive and if they do drive you will have no other option but to contact the police. If an agency worker or contractor ensure that they are required to leave site and immediately inform their employer.
11.	HR and Line Manager to be updated and all paperwork forwarded to HR.	

Jane Sadler

From: Jane Sadler
Sent: 28 June 2019 19:52
To: Jane Sadler
Subject: Providing information Sickness and absence procedure and forms
Attachments: Absence and Sickness Policy.docx; Informal Return To Work Discussion Form.doc; Final Capability procedure.odt

From: Jane Sadler
Sent: 14 March 2017 12:23
To: [REDACTED]

Subject: Absence Policy

Hi all,

Following our meeting a few weeks ago I am now in a position to issue out the updated procedures to all the staff which I intend to do this week. I have attached the final copy of the procedure and also the return to work discussion form which I have amended.

I will be advising everyone that from the 3rd April we will be enforcing the revised procedure which means that you will need to carry out the return to work discussions using the attached form. It is really important that we start as we mean to go on with these and that the return to work interviews are completed promptly and the capability hearings are done when required. I appreciate that this will take time but the hope is that in the long run people will think twice about unnecessary absences which should mean that the workload in administering the policy will reduce. You will all need to understand your responsibilities with regard to the policy so please have a read through again and if you have any questions let me know. It is up to each department to decide who should conduct the return to work interviews but be mindful that whoever is selected could be handling sensitive information and we ideally want the employee to be open and honest about their absence with the person conducting the interview.

If you are recording your sickness correctly on Direct Time you will be able to pull off a report for sickness absence (See instructions below). If you are unable to access this information or do not think that it is correct then please speak with either Bev or myself and we can pull a report from Sage.

Absence report

In order to access the report you need to go to File, Reports, Reporting, click Absence and find the report named Absence listing.

You need to left click on the report, hold and drag to a folder on the right of the pop up screen in order to access the details.

To refine the search details to only include holidays for example you need right click on the report and select properties

This will display this screen, where you can initially select the range that you wish to look at.

Report Properties

Report title: Absence Listing

Options

- Information
- Range and Sort Order
- Appearance

Range and Sort Order

Overview

This option sets the range and sort order that will be used in this report.

Settings

Include Range

Range: Current absence year

Range: Yesterday

Range: Current absence year

Range: Previous absence year

Operator: Current year

Range: Previous year

Range: Current month

Range: Previous month

Operator: Date range

Operator: And

Range:

Exclude Range

Sort Order

Order by: Last name

Order: Ascending

Then by:

Order:

Then by:

Order:

Cancel Ok

Once you have selected the range you will need to refine the search by selecting the specific employee by hitting selection and then ticking the box next to the employee you are looking for.

Report Properties

Report title: Absence Listing

Options

- Information
- Range and Sort Order
- Appearance

Range and Sort Order

Overview

This option sets the range and sort order that will be used in this report.

Settings

Include Range

Range: Current absence year

Range: Employees

Operator: And

Range: Absences

Operator: And

Range:

Exclude Range

Sort Order

Order by: Last name

Order: Ascending

Then by:

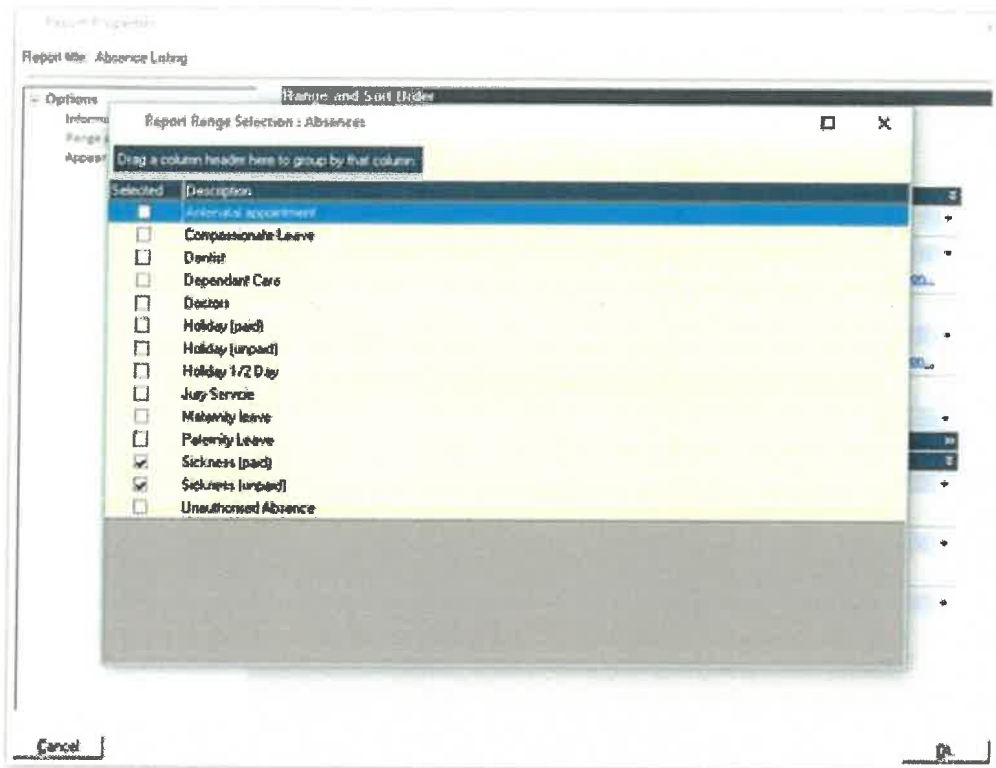
Order:

Then by:

Order:

Cancel Ok

You then need to narrow down the search to the specific absence type by entering absence in the Operator Range field. If you then click on Selection under this field you will see the following pop up. You can now select the absences you want to focus on by ticking the box. Once you have done this close the box by clicking on the X at the top of the pop up and then click OK.



If you now go back to the report and double click the report should create with the details that you require.

For your information I will be creating a HR Documents folder on the Q Drive which will contain copies of the attached.

If you have any questions please let me know.

Jane

Jane Sadler

From: Jane Sadler
Sent: 26 February 2018 14:11
To: all
Subject: Change to Company Alcohol and Drugs Policy
Attachments: Drugs and Alcohol memo.docx.pdf

Dear Colleague,

We have recently reviewed our Alcohol and Drug policy and have taken the decision to implement alcohol breath testing when we suspect that an employee is under the influence of alcohol during work hours. Our intention is to introduce this on the 1st April 2018. The full policy is detailed in the attached document and will become part of your contracted terms and conditions of employment. We would therefore advise that you read the policy thoroughly. We would ask that you also return a signed copy of the document confirming your understanding and acceptance of the new policy by the 1st April 2018. Printed copies of the signing sheet will be available in each departmental office and also the main office.

If you have any questions please do not hesitate to contact either myself or Nick Boxall,

Regards,

Jane

Jane Sadler
 HR Manager

dd: 01437 772772

t: 01437 766716

m: 07713 567246

jane@puffinproduce.com

puffinproduce.com | blasytir.com



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS

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Jane Sadler

From: Jane Sadler
Sent: 25 June 2019 20:42
To: Jane Sadler
Subject: LO2 - All staff absence policy
Attachments: Sickness and Absence Policy.docx

From: Jane Sadler
Sent: 20 March 2017 13:16
To: all <all@puffinproduce.com>
Subject: IMPORTANT - Absence Policy

Dear Colleague,

Our handbook has always stated that all employees will be required to attend a return to work meeting with their manager after every absence and also that in cases of persistent repetition of, or prolonged, absence due to sickness or injury the Company reserves the right to terminate your employment.

We have reviewed the content of the Handbook and have included some information and guidance to ensure a full and clear understanding of the policy. This includes what is expected of employees, trigger points and the likely outcome of reaching the trigger points. It also contains details of the Capability procedure that is followed when we have concerns about levels of attendance and performance.

From the 3rd April 2017 we will be implementing the new procedure and will be conducting return to work interviews after each absence. One reason for doing this is to identify the reasons for the absence and to ascertain if the Company can assist individuals in improving their levels of poor attendance.

Please find the attached memo which gives further details. I would ask that you sign and return the final page to the main office this week please. If you do not have access to a printer please ask for a copy at the office.

Regards,

Jane

Jane Sadler

From: Jane Sadler
Sent: 28 June 2019 19:49
To: Jane Sadler
Subject: Employee timely advise

From: Jane Sadler
Sent: 04 May 2017 09:42
To: P [REDACTED]
Subject: Absence

Hello,

Thank you for contacting the absence reporting line today. Please be advised that you will need to continue phoning if your absence continues unless your line leader has advised you not to or you have submitted a fitness to work note from your Doctor that states that you are unable to work.

When you return to work please ensure that you complete a Company Fitness to work form and also met with the Planners for a formal return to work discussion as per our new Sickness and Absence Policy.

Regards,

Jane

Jane Sadler
 HR Executive

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

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



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Jane Sadler

From: Jane Sadler
Sent: 04 July 2019 21:00
To: Jane Sadler
Subject: Capability review - Timely Advise

From: Jane Sadler
Sent: 21 March 2019 17:38
To: Jar [REDACTED]
Subject: Re: J [REDACTED]

Hi Jarek

Do you still want to have a chat and I can give you some guidance on the process and what you need to consider.

Regards
Jane

Sent from my iPhone

On 21 Mar 2019, at 16:41, J [REDACTED] wrote:

Thank you Jane, I will do catch up with J [REDACTED] next Tuesday.

Regards,

J [REDACTED]

From: Ni [REDACTED]
Sent: 21 March 2019 15:49
To: Jane Sadler <Jane@puffinproduce.com>; J [REDACTED]
Cc: J [REDACTED]
Subject: RE: [REDACTED]

Thanks Jane. I think this is a formal catch up to review his progress and discuss areas for development. He has done some things well and needs to improve in other areas.

Regards

N [REDACTED]

From: Jane Sadler <Jane@puffinproduce.com>
Sent: 20 March 2019 15:41
To: J [REDACTED]
Cc: N [REDACTED]
Subject: RE: J [REDACTED]

Hi J [REDACTED]

J [REDACTED] probationary period ended on the 10th March so we cannot progress with a probationary review. The only alternative now if we have concerns is to proceed with a capability meeting based on his performance, are you happy to progress with this?

Thanks,

Jane

From: J [REDACTED]
Sent: 20 March 2019 12:28
To: Jane Sadler <Jane@puffinproduce.com>
Subject: J [REDACTED]

Hi Jane,

Are you will be able to assist me with J [REDACTED] probationary review please?

Please let me know if and when you are free.

Regards,

J [REDACTED]

Jane Sadler

From: Jane Sadler
Sent: 25 June 2019 21:51
To: Jane Sadler
Subject: FW: LO2 Advise re appraisal
Attachments: PUFFIN NON MANAGERIAL APPRAISAL.docx; Appraisal Guidance Notes for Appraiser.doc; Puffin Appraisal Performance Review Form.doc; Puffin Personal Development Plan.doc

From: Jane Sadler
Sent: 18 August 2018 19:30
To: A [REDACTED]
Subject: Appraisal documents

Hi A [REDACTED]

Following on from our discussion earlier, here are the forms for appraisal. (They are also on the Q Drive on in the Shared HR folder.) I would suggest that the non managerial one is suitable for J [REDACTED] and J [REDACTED] and the more complex one in combination with the Personal Development plan for G [REDACTED] and S [REDACTED]. I am aware that you have not carried out an appraisal before so please have a read through the attached guidance notes and remember there should be no surprises in the appraisal – people should already know how they are performing if you are feeding back regularly.

If you would like to have a chat through anything please come and see me and I'll be happy to talk through things with you again.

Thanks,

Jane



Jane Sadler
Accounts/HR Executive



puffinproduce.com e: jane@puffinproduce.com m: 07904 772 128 dd: 01437 772 772 t: 01437 766716
Withybush, Haverfordwest, Pembrokeshire, SA62 4BS



Leadership Training at Puffin

This programme has been specifically designed for Puffin Produce by R [REDACTED] [REDACTED] with support from the team at [REDACTED]. The course is a bespoke programme encompassing the company Values and Behaviours in a view to further embedding them into the workplace.

Three levels of programme have been developed:

Leading at Puffin

Managing at Puffin

Team Leading at Puffin

Detailed below are the objectives of each study topic.

Emotional Intelligence

- Understand the programme process and qualification criteria
- Build group rapport
- Increased understanding of emotional intelligence
- Improved self awareness
- Improved social awareness

Communications

- Clarity on the importance of the use of language
- Introduction to deeper listening skills
- Understand a usable feedback framework
- Introduction to Transactional Analysis
- Practice coaching conversations

Personal Effectiveness

- Greater focus on better daily practice
- Introduction to several personal effectiveness tools
- Using 'Deliberate Practice'
- Creation of a new PDP
- Improved influencing skills

Leadership

- Understanding authentic leadership
- Knowledge of leadership models
- Generating team vision and articulate it
- Linking leadership to EQ and Communications
- Leading real change

Great Teams

- Knowledge of team development models
 - Meaning - Value - Structure
 - 4Ps Principle
 - Lencioni
 - Psychological Safety
- Creating team development plans

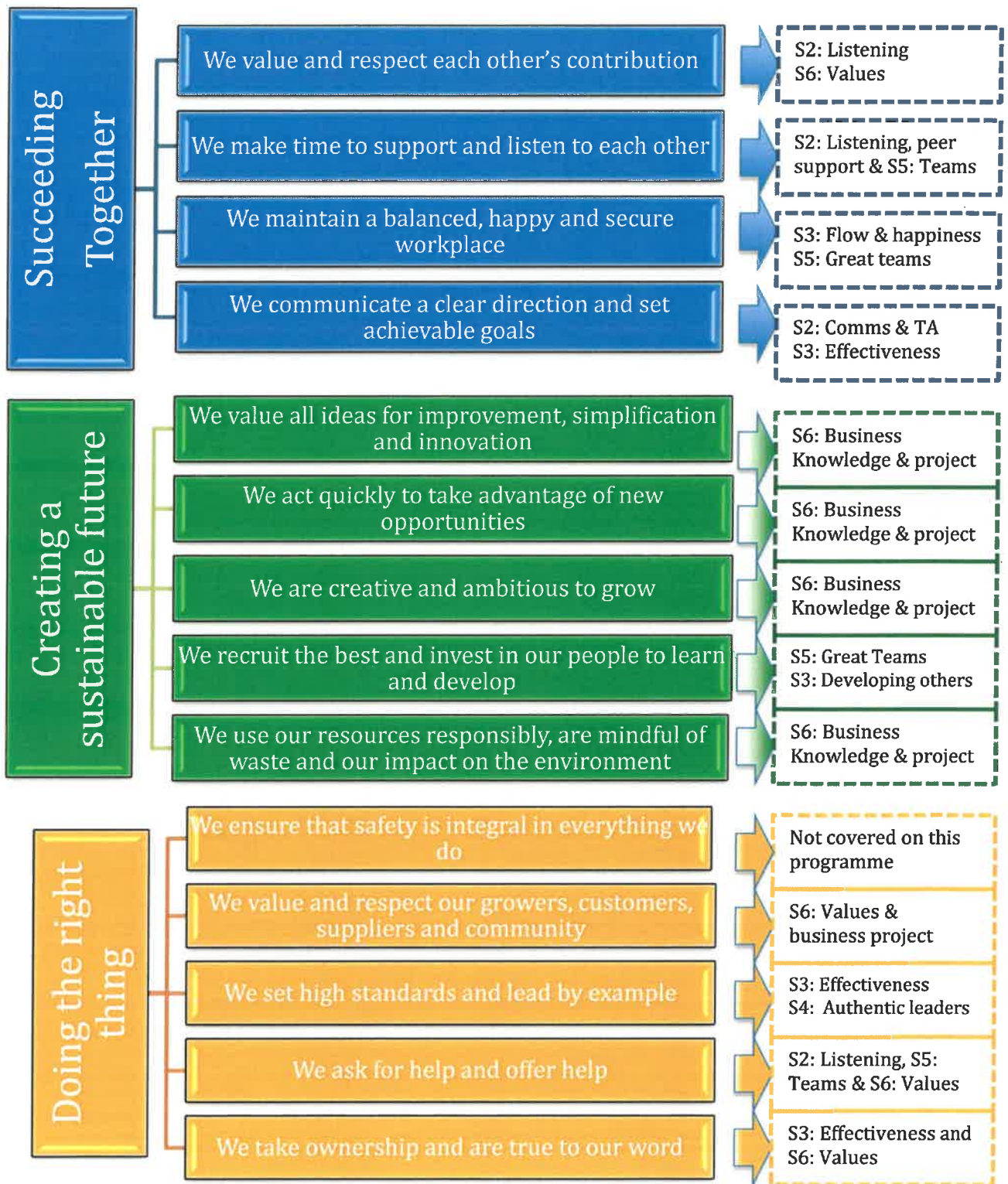
Business Knowledge

- Increased financial understanding
- Understanding Kano Model
- Articulating business decisions
- Application of learning to practical projects

Presentations

- Increased confidence to present
- Understanding of key presentation ingredients
- Presentation tips
- Understanding belief cycles
- Authentic presenting

Vs&Bs Throughout:



Development Programme for Managers at Puffin Produce

Programme Overview:

The programme is a 5 week programme with 9 interventions



The '*Managing at Puffin*' programme takes much of the content from the '*Leading at Puffin*' programme. The main differentiation between the two is the depth of knowledge expected, the focus on learning outside of sessions and the business project element.

Managing at Puffin is a 5-day course spread over 3.5 months. Participants will engage in key management topics (see the overview and schedules below), the programme is more pragmatically focused than the *Leading at Puffin* programme, spending more time during sessions on group discussion and application of models and less time on peer-learning sessions outside of the course.

Managing at Puffin also differs from the Leadership programme in it's final execution, the participants will be expected to present on their individual development, on how they wish to develop others and suggestions for business improvement but are not given a specific business project to deliver on.



Objectives of the session

- What is an appraisal?
- Understand the benefits of doing appraisals for the employer and employee
- Understand the appraisal process
- Appraisals and bonuses
- Do's and Don't's



What is an appraisal?

Appraisals are formal meetings that are held regularly to record an assessment of an employee's performance, potential and development needs. The appraisal is an opportunity to take an overall view of work content, loads and volume, to look back on what has been achieved during the reporting period and agree objectives for the next review period. It is also a forum where training opportunities and development can be discussed. It is linked to financial reward at Puffin Produce Ltd.



How often should I do an appraisal?

- A formal appraisal should be completed annually although a first appraisal should be completed after successful completion of a probationary period.
- Regular dialogue between managers and their staff about work performance should take place in order to monitor continuous performance. This evidence can then be drawn upon at the appraisal.



Why do appraisals?

- Appraisals can help to improve employees' job performance by identifying strengths and weaknesses and determining how their strengths can be best utilised within the organisation and weaknesses overcome.
- They can help to reveal problems which may be restricting employees' progress and causing inefficient work practices.
- They provide an opportunity for a one to one discussion to build relations between employee and manager.



Appraisal process

- A week prior to the appraisal date the employee should be given a blank copy of the appraisal form to complete. You will need to explain the benefits of doing an appraisal and explain that they need to take some time to complete the form
- The appraiser also needs to complete a blank form with their views and this will form the record that is kept on file. This should be complete in conjunction with the previous appraisal.
- For an effective meeting remember that the communication needs to be two way, you must encourage the employee to discuss how they feel about their performance and achievements as well as the appraiser telling them how they feel they are getting on.
- At the end of the meeting you should be able to identify any training needs which could be external courses, internal shadowing or coaching.
- Discuss and agree objectives or personal development plan for the forthcoming period.
- Any additional notes, changes must be recorded on the appraiser copy ie training requirements identified, re-grading
- A copy should be given to the employee and the original copy given to HR to file for review the previous year.




Setting personal objectives

Be SMART

- Specific – Outline exactly what you want people to do
- Measurable – You must be able to measure the outcome
- Achievable – Does the employee have the time, resources, knowledge to complete this?
- Realistic – Consider all influences that could affect the achievement
- Timed – Set a time for completion




Appraisals and bonuses

Should the employee receive a bonus?

- Has it been decided that a bonus will be paid by the Company?
- Have they been employed for 12 months or more?
- Have they performed well enough to warrant a bonus payment?
- Do they have a live disciplinary/capability warning on file at written level or above?

▪ As a general rule of thumb payment of a bonus should not be agreed at the time of the meeting but should be communicated at a later date.



Do

- Plan ahead
- Wherever possible immediate line managers should carry out the appraisal for it to be most effective
- Be open, honest and encourage the employee to discuss points
- Refer back to previous appraisals
- Set SMART objectives
- Record all areas discussed and provide copy to employee
- Complete the appraisal before bonuses are due to be paid
- Hold the meeting away from the immediate workplace



Don't

- Rush the meeting
- Tell employees about poor performance for the first time during the meeting
- Discuss payrises and bonuses at the appraisal this should be done separately



Forms and information

- Q Drive/HR Folder/ Appraisals
 - Manager Form – Supervisors and up
 - Non Manager form – Below supervisor level
- ACAS
- Jane



Appraisal & Performance Review

Guidance Notes for Appraiser

Purpose

The appraisal performance review process has been designed to assist in the continuous development of the most important resource for Puffin Produce Ltd and its people.

It is important for the Company to identify the current performance and future potential of its staff to assist in the overall succession plan and help individuals increase future performance through the identification of training and development needs.

In order to do this, appraisals will take place between every member of staff and their manager.

The appraisal has been designed to be relatively prescriptive and quick to complete. However, for the appraisal to be meaningful, it must be an open and honest two-way discussion including an exchange of ideas and observations as well as assessing performance against expectations.

Timings

Appraisals will take place after the employee has successfully completed probation thereafter will take place annually.

Preparation

Arrange a date and time for the appraisal that is convenient to both parties.

It is essential that in order to get the most from an appraisal performance review, the conversation must be two-way and that both parties have been given time to prepare and focus themselves for the meeting.

To assist this process, ensure that all employees are asked to complete an Appraisal Performance Review Form one week prior to the meeting. They must also receive a copy of their job description to refer to.

As the appraiser, you should also complete an Appraisal Performance Review Form for each member of staff you appraise.

Purpose of the Appraisal Performance Review Form

The Appraisal Performance Review Form encourages both you and the employee to focus on areas of performance that you would like to discuss during the meeting.

It also provides the structure to the meeting, encouraging open and honest communication.

During the meeting

Remember to bring the employee's Appraisal Performance Review Form with you as this provides the structure of the meeting and the basis of your discussion with the employee.

This is a two-way communication process, so encourage the employee to discuss their performance with you and offer your views and opinions with examples where relevant.

So as to minimise administration, you should make any additional notes regarding your discussions on your copy of the Appraisal Performance Review Form. This will be stored on the employee's personnel file. The employee will keep their copy for their own purposes.

Future development and plans

Personal development and support must be offered to all staff, not just those who are seeking promotion or advancement. Training isn't restricted to external courses but includes coaching, shadowing, mentoring, internal courses, attending meetings or deputising for another person. In short, anything that will help the employee develop towards the agreed goal.

At the end of the meeting you should be able to identify any training needs in order to increase the job performance of the staff member, and must discuss and agree a Personal Development Plan including specific objectives for the next 6-12 months.

A copy of the Personal Development Plan will be kept on the employee's personnel file and reviewed at the next appraisal.

The employee should also get a copy of the Personal Development Plan so that they may add additional objectives as they are agreed over the coming 6-12 months.

Appraisal Performance Review Guidance Notes for Staff

Purpose

Appraisals give both employees and management the opportunity to discuss individual performance by looking back at your past achievement and looking forward to set future targets.

You will receive recognition for the things that you have done well and guidance and advice on those skill areas in which further development is needed.

At the end of the appraisal you should feel that you were encouraged to give your opinion and that what was said to you was honest and fair.

An appraisal meeting should be purposeful and constructive and will be conducted by your immediate manager. It is not a forum for confrontation and destructive argument.

Timings

Appraisals take place after you have successfully completed your probation thereafter will take place annually.

Preparation

You will be told the time and date of your appraisal one week in advance, at which time you will also be given a copy of the Appraisal Performance Review Form. **Please complete the form prior to the meeting. You need to complete page 1 - 2 in full and the ratings section only on pages 3 - 5, although it would be beneficial to separately note any comments relating to the specific areas as they will be discussed during your meeting. You do not need to complete the personal objectives as this will be completed during the meeting but do need to have some thoughts on your objectives going forward.**

The purpose of the Appraisal Performance Review Form

The Appraisal Performance Review Form is intended to help you focus on areas of your performance that you would like to discuss during the meeting.

Your opinion is vital if the appraisal performance review is to be a success. No appraisal performance review will be fully effective if you and the appraiser do not discuss the key issues.

Therefore, you should give some thought to;

- How well have you performed in your job since your last appraisal?
- How and why has your performance improved or declined in this time?
- Are you doing the job in the way that the appraiser would expect?
- What do you want to get out of the job you do?
- How can the appraiser and you help to achieve this?

When completing the Appraisal Performance Review Form you should consider examples that illustrate your comments/ratings e.g. times you have successfully managed a particularly demanding situation.

You should always be honest with yourself and bear in mind occasions where your performance was not so good and consider why these situations occurred. If you feel that you have achieved a number of things then say so. If you want to consider your longer term development, then take the opportunity to do so.

During the meeting

Remember to bring your Appraisal Performance Review Form with you as this provides the basis of your discussion during the meeting. Your manager will lead the meeting, however you should cover all the areas and examples that you considered when completing the form.

During the meeting you will have the opportunity to discuss your performance with your appraiser, offering your views and opinions. This is a two-way communication process, so to get the most benefit from your appraisal be open-minded and be prepared to listen to your appraiser's comments too.

So as to minimise administration of this process, your appraiser will make any additional notes regarding your discussion on your copy of the Appraisal Performance Review Form. This will then be stored on your personnel file.

You may keep your copy for your own purposes.

Future development and plans

At the end of the meeting you should agree your future objectives with your appraiser. This will include identifying any training needs that you may have, in order to increase your job performance, and the timescales in which you must complete any training.

A record of your Performance Development Plan will be kept on your personnel file and reviewed at the next appraisal.

You will also be given a copy and are expected to add additional objectives as they are agreed during the following 6-12 months.

If you have any questions about the appraisal process or your own personal appraisal, then please talk to your immediate manager or Head of Department.

Appraisal Performance Review Guidance Notes for Staff - Managerial

Purpose

Appraisals give both employees and management the opportunity to discuss individual performance by looking back at your past achievement and looking forward to set future targets.

You will receive recognition for the things that you have done well and guidance and advice on those skill areas in which further development is needed.

At the end of the appraisal you should feel that you were encouraged to give your opinion and that what was said to you was honest and fair.

An appraisal meeting should be purposeful and constructive and will be conducted by your immediate manager. It is not a forum for confrontation and destructive argument.

Timings

Appraisals take place after you have successfully completed your probation thereafter will take place annually.

Preparation

You will be told the time and date of your appraisal one week in advance, at which time you will also be given a copy of the Appraisal Performance Review Form. Please complete the form prior to the meeting. You need to complete page 1 - 2 in full and the ratings section only on pages 3 - 5, although it would be beneficial to separately note any comments relating to the specific areas as they will be discussed during your meeting. You do not need to complete the personal objectives as this will be completed during the meeting but do need to have some thoughts on your objectives going forward.

The purpose of the Appraisal Performance Review Form

The Appraisal Performance Review Form is intended to help you focus on areas of your performance that you would like to discuss during the meeting.

Your opinion is vital if the appraisal performance review is to be a success. No appraisal performance review will be fully effective if you and the appraiser do not discuss the key issues.

Therefore, you should give some thought to;

- How well have you performed in your job since your last appraisal?
- How and why has your performance improved or declined in this time?
- Are you doing the job in the way that the appraiser would expect?
- What do you want to get out of the job you do?
- How can the appraiser and you help to achieve this?

When completing the Appraisal Performance Review Form you should consider examples that illustrate your comments/ratings e.g. times you have successfully managed a particularly demanding situation.

You should always be honest with yourself and bear in mind occasions where your performance was not so good and consider why these situations occurred. If you feel that you have achieved a number of things then say so. If you want to consider your longer term development, then take the opportunity to do so.

During the meeting

Remember to bring your Appraisal Performance Review Form with you as this provides the basis of your discussion during the meeting. Your manager will lead the meeting, however you should cover all the areas and examples that you considered when completing the form.

During the meeting you will have the opportunity to discuss your performance with your appraiser, offering your views and opinions. This is a two-way communication process, so to get the most benefit from your appraisal be open-minded and be prepared to listen to your appraiser's comments too.

So as to minimise administration of this process, your appraiser will make any additional notes regarding your discussion on your copy of the Appraisal Performance Review Form. This will then be stored on your personnel file.

You may keep your copy for your own purposes.

Future development and plans

At the end of the meeting you should agree your future objectives with your appraiser. This will include identifying any training needs that you may have, in order to increase your job performance, and the timescales in which you must complete any training.

A record of your Performance Development Plan will be kept on your personnel file and reviewed at the next appraisal.

You will also be given a copy and are expected to add additional objectives as they are agreed during the following 6-12 months.

If you have any questions about the appraisal process or your own personal appraisal, then please talk to your immediate manager or Head of Department.



Managing Performance with confidence

Learning Outcomes

1. Understand the link between our V's and B's and the programme
2. Understanding the role and importance of line managers in managing performance
3. Understand how to use the Company handbook and procedural paperwork
4. Understand the importance of performance managing staff and how to manage poor performance informally and formally. Understand the importance of effective performance management within a probationary period.
5. Understanding the disciplinary and grievance procedures, particularly the investigation process. Understand the risk of ET claims and the potential financial impact.
6. Understand how to manage short term sickness absence
7. Learn how to carry out difficult conversations and tackle problematic staff issues in the workplace.
8. Understand discrimination and whistleblowing, how to avoid associated issues and how to escalate problems.

FILE

MESSAGE

INSERT

OPTIONS

FORMAT TEXT

REVIEW

Calibri

13

A

B

I

U

Format Painter

Clipboard

Address Book

Check Names

Basic Text

Attach Attach Signature

File Item

Follow Up

High Importance

Low Importance

Zoom

Zoom

Zoom

Apps for Office

FW: Mandatory Training - Managing Performance with confidence - Message (HTML)

You are not responding to the latest message in this conversation. Click here to open it.

To

From

Subject

Sent

To: [REDACTED]

From: Jane Sailer

Subject: FW: Mandatory Training - Managing Performance with confidence

Sent: 17 May 2019 10:19

Subject: Mandatory Training - Managing Performance with confidence

Hello all,

You have been selected to attend a HR course focusing on Performance Management, it will cover informal and formal methods of performance management, having difficult conversations and tackling problematic staff issues as well as gaining an understanding of whistleblowing and discrimination. It will also highlight the benefits of performance managing your team and the downsides if it is not done effectively! Throughout the course reference will be made to our own policies and procedures so it would be useful for you to take a look at these and re-familiarise yourself with them. All information is on the Q drive – HR shared folder.

As part of the course you will understand the important role that you play in HR and performance management of your team and we hope that the session will leave you feeling confident in developing your team and dealing with any issues in a timely and effective manner. Due to the current period of change within the business, it is possible that you may experience more issues with staff that you will need to address successfully in order to maintain staff morale, engagement and performance.

RXXXX XXXXX, who specialises in Employment Law and HR practise will be delivering the course on Tuesday, 28 May 2019, 9am – 3pm in the Boardroom at Puffin Produce. Lunch will be provided, so please advise me of any dietary requirements as soon as possible. I will send a calendar invite in due course.

I have attached a copy of the learning outcomes for the day, if you have any questions please do not hesitate to contact me,

Regards

Jane

Jane Sailer

HR Manager

0437772772

0437776726

0771356726

EV.38



Pre-session knowledge evaluation

1. As a line Manager I have a key part to play in managing the performance of my team formally and informally.
Strongly Agree 1 (2) 3 4 5 Strongly disagree
2. I feel confident to carry out difficult conversations around poor performance with my team
Strongly Agree 1 (2) 3 4 5 Strongly disagree
3. I understand how to use the company handbook to assist me in disciplinary situations
Strongly Agree 1 2 (3) 4 5 Strongly disagree
4. I understand the negative effects of not dealing with performance issues promptly
Strongly Agree 1 2 (3) 4 5 Strongly disagree
5. I feel confident to carry out a disciplinary investigation in the correct way
Strongly Agree 1 2 (3) 4 5 Strongly disagree
6. I feel confident to carry out a disciplinary hearing in the correct way
Strongly Agree 1 2 3 (4) 5 Strongly disagree
7. I understand the potential legal/financial implications of not conducting the disciplinary /performance management process in the correct way
Strongly Agree 1 2 3 (4) 5 Strongly disagree
8. I fully understand what is meant by whistleblowing and how to handle whistleblowing claims
Strongly Agree 1 2 3 (4) 5 Strongly disagree
9. I understand how to conduct a return to work interview properly using Direct Time and the company return to work form.

Strongly Agree

1

2

3

4

5

Strongly disagree

10. I feel confident managing short term sickness absence

Strongly Agree

1

2

3

4

5

Strongly disagree





Post-session knowledge evaluation

1. As a line Manager I have a key part to play in managing the performance of my team formally and informally.
 Strongly Agree 1 **2** 3 4 5 Strongly disagree
2. I feel confident in carry out difficult conversations around poor performance with my team
 Strongly Agree 1 **2** 3 4 5 Strongly disagree
3. I understand how to use the company handbook to assist me in disciplinary situations
 Strongly Agree 1 **2** 3 4 5 Strongly disagree
4. I understand the negative effects of not dealing with performance issues promptly
 Strongly Agree 1 **2** 3 4 5 Strongly disagree
5. I feel confident to carry out a disciplinary investigation in the correct way
 Strongly Agree 1 2 **3** 4 5 Strongly disagree
6. I feel confident to carry out a disciplinary hearing in the correct way
 Strongly Agree 1 2 **3** 4 5 Strongly disagree
7. I understand the potential legal/financial implications of not conducting the disciplinary /performance management process in the correct way
 Strongly Agree 1 **2** 3 4 5 Strongly disagree
8. I fully understand what is meant by whistleblowing and how to handle whistleblowing claims
 Strongly Agree 1 2 **3** 4 5 Strongly disagree
9. I understand how to conduct a return to work interview properly using Direct Time and the company return to work form.

Strongly Agree 1 2 3 4 5 Strongly disagree

10. I feel confident managing short term sickness absence

Strongly Agree 1 2 3 4 5 Strongly disagree

11. This course was beneficial in increasing my knowledge of managing poor performance

Strongly Agree 1 2 3 4 5 Strongly disagree

12. This course was beneficial in increasing my knowledge of the disciplinary process including sickness absence

Strongly Agree 1 2 3 4 5 Strongly disagree

13. Please state what you found most useful in the course.

Learning the correct format for investigations &
Interviews & making sure enough data
is collected

Evaluation of Managing Performance with Confidence Training

Pre- course evaluation

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Q1. As a Line Manager I have a key part to play in managing the performance of my team	38%	50%	0%	13%	0%	100%
Q2. I feel confident in carrying out difficult conversations around poor performance with my team	25%	25%	38%	13%	0%	100%
Q3. I understand how to use the company handbook to assist me in disciplinary situations	0%	13%	63%	25%	0%	100%
Q4. I understand the negative effects of not dealing with performance issues promptly	38%	25%	25%	13%	0%	100%
Q5. I feel confident to carry out a disciplinary investigation in the correct way	0%	0%	50%	25%	25%	100%
Q6. I feel confident to carry out a disciplinary hearing in the correct way	0%	0%	50%	25%	25%	100%
Q7. I understand the potential legal/financial implications of not conducting the disciplinary/performance management process in the correct way	25%	0%	13%	63%	0%	100%
Q8. I fully understand what is meant by whistleblowing and how to handle whistleblowing claims	25%	0%	13%	13%	50%	100%
Q9. I understand how to conduct a return to work interview properly using direct time and the company return to work form.	50%	25%	13%	13%	0%	100%
Q10. I feel confident in managing short term sickness absence	38%	50%	13%	0%	0%	100%
Average %	30%	23%	34%	25%	13%	

Post - course evaluation

Q1. As a Line Manager I have a key part to play in managing the performance of my team
 Q2. I feel confident in carrying out difficult conversations around poor performance with my team

Q3. I understand how to use the company handbook to assist me in disciplinary situations

Q4. I understand the negative effects of not dealing with performance issues promptly

Q5. I feel confident to carry out a disciplinary investigation in the correct way

Q6. I feel confident to carry out a disciplinary hearing in the correct way

Q7. I understand the potential legal/financial implications of not conducting the disciplinary/performance management process in the correct way

Q8. I fully understand what is meant by whistleblowing and how to handle whistleblowing claims

Q9. I understand how to conduct a return to work interview properly using direct time and the company return to work form.

Q10. I feel confident in managing short term sickness absence

Average %

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
75%	13%	13%	0%	0%	100%
50%	38%	13%	0%	0%	100%
25%	63%	13%	0%	0%	100%
63%	25%	0%	13%	0%	100%
38%	38%	25%	0%	0%	100%
13%	50%	25%	13%	0%	100%
50%	38%	0%	13%	0%	100%
50%	25%	13%	13%	0%	100%
75%	13%	13%	0%	0%	100%
50%	50%	0%	0%	0%	100%
61%	44%	14%	6%	0%	

Post course - overall course evaluation

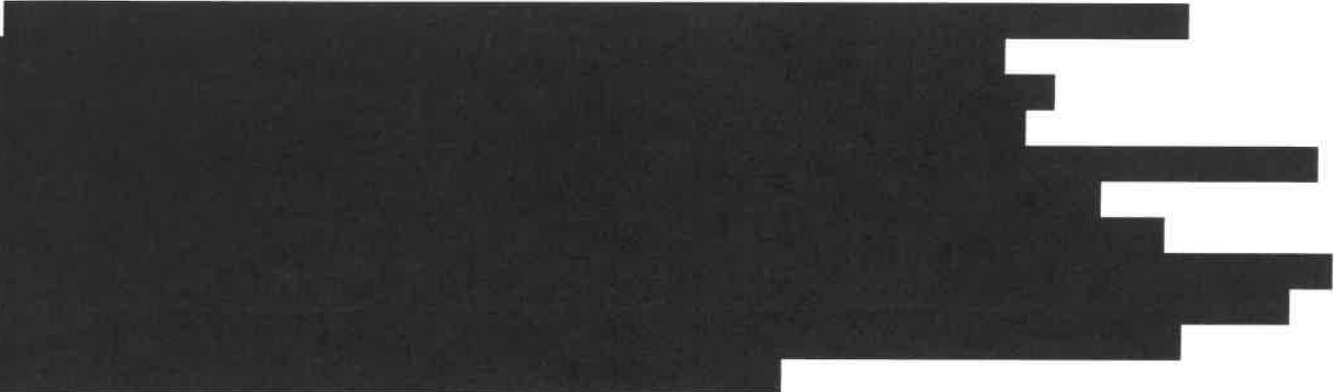
Q11. This course was beneficial in increasing my knowledge of managing performance
Q12. This course was beneficial in increasing my knowledge of the disciplinary process including sickness absence

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
25%	75%	0%	0%	0%	100%
25%	75%	0%	0%	0%	100%

Jane Sadler

Subject:

FW: Appraisals

From: Jane Sadler**Sent:** 21 June 2017 12:59**To:** **Subject:** Appraisals

Hello all,

Please be advised that the appraisals need to be completed over the next few weeks. As you are aware the bonus scheme changed last year and now states that reward of a bonus depends on such elements a proactive health and safety ethos, performance and a good PDP result. It also states that people with a current warning on file may not receive the bonus.

You will notice that an element relating to the Values and Behaviours has been added so please re-familiarise yourself with these if you need to.

Please let me know if you have any questions or need some guidance. The forms can be found on the Q drive.

C:\Users\jane.PP\Documents\CONTROLLED HR DOCUMENTS\APPRAISAL

Regards,

Jane

Jane Sadler

From: Jane Sadler
Sent: 25 June 2019 21:59
To: Jane Sadler
Subject: LO2 Appraisals - feedback

From: Al [REDACTED]
Sent: 29 August 2018 15:09
To: Jane Sadler <Jane@puffinproduce.com>;
Subject: RE: Appraisals

Hi Jane,

I have finished the appraisals for the team and they went really well. Very positive and with lots of discussion and ideas for training.

Thanks for your help, I was a bit reluctant to do them but the notes and advise helped.

Cheers,

A [REDACTED]

Jane Sadler

From: Jane Sadler
Sent: 23 June 2019 17:28
To: Jane Sadler
Subject: FW: LO1 Evidence re bonus payments final

From: Jane Sadler
Sent: 23 June 2019 16:44
To: Jane Sadler <Jane@puffinproduce.com>
Subject: LO1 Evidence re bonus payments

Hi Jane,

Nick is driving so has asked me to respond. He has discussed with Jon and Jon is happy with the following:
Only staff with 12 months service are to get bonus. Will review them when year is up.
Secondly person that is leaving should have full 4% bonus as they have completed a years service.

M [REDACTED] should get 4% based on 40 hour contract as he has been with us a year in total as he only left for a couple of weeks. We will also move him to salary as part of this process.

If not clear please ring

Regards,

Pen xx

P [REDACTED]
Puffin Produce Ltd.
Tel : 01437 766716 (work)
Tel : 01437 772770 (direct)
Mobile 07979 534082
P [REDACTED]
Sent via my iPhone

From: Jon [REDACTED]
Sent: 24 July 2018 17:02
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Re: Private and Confidential

I've just told him I'm happy for him to make the call and let you know.

Thanks for the email raising your concerns.

Cheers

Jon

Sent from my iPhone

From: [REDACTED]
Sent: 24 July 2018 16:58
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Re: Private and Confidential

Hi Jane,

I've sent this on to Nick for comment.

Thanks

Jon

Sent from my iPhone

On 24 Jul 2018, at 16:37, Jane Sadler <Jane@puffinproduce.com> wrote:

Hi Jon

Just seen your email, just a couple of things in case yourself and Nick were not aware. I am not sure if it will have any bearing on the decision but thought I would let you know.

S [REDACTED] started with us on the 4th September 2018 so has not completed a full year with us which is why he was not in the list that Bev had sent through. He became a salaried Line Leader in mid June.

M [REDACTED] started with us in the 11th September 2018 so has also not completed a full year so should not have been on the list that Bev sent. M [REDACTED] is Line Leader and was not on the list sent by Bev. He has been with us since 6th March 2017 and is moving to be a salaried Line Leader as of next week. There was a delay in him being changed due to his very short break in service when the majority moved to salary. Is he to have a 4% bonus based on a 40 hour week at Grade 3 or just the £250 as this would not be in line with the others.

Just so I understand, is the reason that we are giving P [REDACTED] £250 because he is leaving as B [REDACTED] and K [REDACTED] are also leaving although, granted, not until December and they are receiving the full 4%?. If this is the reason it does not seem fair as I believe he has performed well over the past year.

I am conscious that these things don't stay confidential, so if you wanted to award a bonus to the two that have not been here for full year we may need to manage this situation as it could cause a degree of unrest. A copy of the Bonus Policy can be found on the Q Drive under Shared HR if you wish to refer to is.

I hope this email comes across in the way it was intended ie providing you with all the info not questioning your judgement!

Regards

Jane

Meeting notes – SL performance

20 May 2018

Present JH/JS

JH raised some concerns about a SL a member of his team in that he was not performing to the required standards in a number of ways. As line leader his high levels of absence were a major concern and were having a detrimental effect on both the business and his team. There were also a number of issues regarding his management of the team and ability to carry out specific tasks.

I advised Jack that initially it would be advisable to speak with SL informally to understand if there were any reasons as to why he was not performing and was displaying high absence levels suggesting that potentially he had not been training in all areas effectively or he had an underlying health problem. I advised that it was important to have these informal conversations as often they would identify issues that could be resolved and assist in increasing performance. I also outlined the importance of raising issues as they occur to give the individuals the best opportunity to develop and learn from any mistakes and that full discussions needed to be had with the individuals prior to making any decision about their performance.

JH agreed that he would do this. I advised him that if there were no reasons given for the poor performance and absence then he should provide SL with very clear facts about where he was underperforming and also very clear SMART objectives that you wanted him to achieve. I said that it would be useful to put a timeframe in place and advised JH that as a line manager it was imperative that he manage this process in order to give SL the best opportunity to develop. I outlined that this meant providing him with regular feedback, both positive and negative and checking if any training needs were identified over the timeframe and arranging training to take place.

I advised JH that if there was little or no improvement within the given timeframe then we should start to follow a more formal capability process and I would assist him if he wished should it get to this stage.

I advised JH to keep full records of his meetings with SL and also to provide SL with written details of development areas along with the set targets. These could then be referred to in both the informal feedback sessions and also as evidence should a more formal process be required. I advised JH that the correct capability procedure had not been followed to this point and that this had made his life more difficult as he had not addressed the issues as they arose. JH acknowledged this.

From: Jane Sadler
Sent: 25 June 2019 21:19
To: Jane Sadler
Subject: LO2-Direct Assistance to manager - admin support

From: Jane Sadler
Sent: 10 July 2018 10:23
To: J [REDACTED]
Subject: Letters

Hi Jack,

What is the password for the rota so I can see when to arrange the review meeting for S [REDACTED].

I am happy to draft the letter for you outlining the performance issues and possible outcome of the meeting. Is there anything other than the original areas for development that you would like me to add?

I will send you a draft, let me know if you want to talk through anything before the meeting.

Thanks

Jane

Jane Sadler
HR Manager

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

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



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

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10th July 2018

Dear [REDACTED],

As you will recall you attended a performance review in April where the following areas of improvement were agreed. You are now invited to a second performance review meeting in order to review your progress relating to the areas listed below:

1. Improve cleanliness and hygiene of your line particularly relating to cross contamination of variety issues and also general tidiness of the working area.
2. Improve the way in which you manage your team and communicate
 - Increase your awareness of what each team member is doing during their shift in order for you to be able to delegate more efficiently
 - Ensure that you give clear and concise instructions to staff members to avoid any misunderstandings. For newer members of staff ensure that they have understood and that you give any additional support or guidance necessary for them to develop within the role.
 - Establish a routine amongst the team, giving specific individuals responsibility for certain tasks.
3. Ensure that you do not excessively over or under pack, take you time to read the packing requirements and if you have any queries these are to be raised with the Planners immediately
4. Improve your levels of absence and also your punctuality.
5. General attitude - try and maintain a positive 'can do' attitude. Whilst we understand that this can sometimes be difficult you must not vocalise your feelings in front of your team or the wider workforce as this could be perceived as negative. This in turn causes negativity amongst the team and has an impact on productivity and efficiency.

In addition to this we would like to discuss labelling errors with you particularly an instance where we believe that you have mislabelled 6 pallets of BYT baby potatoes.

This meeting has been arranged for 11.00am on Friday 13th July 2018 and will be held in Skomer meeting room. The meeting will be chaired by Jack Hartnell and I will also be present as note taker. You will be given the opportunity to discuss all of the points raised and I would ask that if you have any information that you would like to present that a copy of this is given to Jack Hartnell prior to the meeting.

Please be advised that as an outcome of this meeting we may issue a disciplinary sanction up to and including a first written warning if we feel that sufficient progress has not been made.

If you have any questions or queries relating to this letter or the performance review meeting please do not hesitate to contact me,

Regards,

A handwritten signature in black ink, appearing to read 'Jane Sadler', with a large, stylized initial 'J'.

Jane Sadler

HR Manager

PUFFIN PRODUCE LTD

Withybush, Haverfordwest, Pembrokeshire SA62 4BS. Tel: 01437 766716 Fax: 01437 767319
Registered in England & Wales No 02982444

Meeting notes – 13th July 2018

Present – Jack Hartnell, Stuart Williams-Lane, Jane Sadler

Stuart opened the meeting by thanking Jack for attending and also asking him to confirm that he had received the letter and understood the purpose of the meeting. Stuart stated that he had received the letter the previous day and understood the purpose of the meeting. Jack continued to say that he had called the meeting to follow up on the points raised at the previous probationary review and to also talk about some of the labelling and print errors that Stuart had been responsible for in previous weeks.

Stuart proceeded to work through the points

Point 1 - The hygiene and cleanliness of your line; on a number of occasions during active runs, there have been concerns over obvious contaminations of mixed varieties i.e. between red/white potatoes

Stuart said that whilst some improvement had been seen there were still some reports stating that Stuart was sometimes a little erratic in his approach to cleanliness and as such there were still occasions where this was an issue so needed some more continued focus.

Stuart responded by saying that he was trying his best and would continue to work on this area. He felt that the recent lack of staff had contributed to the level of cleanliness on his line as he had less team members that was normal and he had had to delegate them to other tasks.

Jack said that he understood that there had been a lack of staff in the previous couple of weeks and now there may have been some issues with new staff on the line whilst they are learning the ropes but that this should not have been a reason to let the levels of cleanliness drop especially as we in a window for a BRC visit. Stuart acknowledged this and said that he would continue to work on this but felt that it would improve and had improved a little in the previous week.

Point 2 - Man management of your team; there is a general lack of control of your team which often leads to poor organisation of your staff and subsequent lack of motivation and Point 3 - The level of communication that you display towards team members, forklift drivers and production leaders is unsatisfactory and often leads to misunderstanding and ineffective working.

Jack pointed out that again some improvement had been seen in this area but that you were still a little unstructured in your approach to managing the team. Stuart added that he had taken on board Jack's comment from their one to one meeting and had started to delegate one job to one person which he felt was improving his team management. Jack asked if he felt that the team were responding better to him, listening to what he asked. Stuart replied that he felt on the whole people were listening more although Valentin did not always listen to him and was doing things he should not be doing like doing press ups on pallets and operating the pump trucks when he was not authorised. Stuart said that he had reported this to Valentin.

Stuart said that he would follow this up and commented that Stuart should continue to delegate tasks clearly and concisely and to break down the duties per team member. Stuart agreed that he would do this and went on to mention that there were not enough people on his team that were pump truck trained which was causing some issues. Jack informed Stuart that Stuart was taking over pump truck training and this would be rolled out over the next couple of weeks. Stuart mentioned an

instance where he had been shocked and overwhelmed. He said that he had needed to stay on to complete some work and he advised his team that they could go but they all said that if he was staying then they would stay and help. He felt that this was evidence to show that he and the team were bonding and that respect for his was growing. [REDACTED] acknowledged this as a positive step.

Point 4 - On a number of occasions the required level of output on your line often producing significantly more than the order that has been placed which has a detrimental impact on production;

[REDACTED] stated that he was aware that [REDACTED] had been asking in the office for confirmation of packing which was great and that he should continue to do this if ever he was unsure. [REDACTED] stated that he went to the office each day to ask if he should over or under pack as he wanted to get it right.

[REDACTED] told [REDACTED] that he had looked at some statistics from Brighteye to give him and [REDACTED] more of an idea of where exactly [REDACTED] was in some of the key areas. [REDACTED] highlighted that [REDACTED] packing quantities were low compared to some of the other Line Leaders and had dropped in June and July although he accepted that some poor crop and new potatoes would play a contributory factor. He also said that the line that [REDACTED] normally packed on would have an impact on packing. [REDACTED] then continued to say that the average run time was 81% and that [REDACTED] line was running at 80% so he was hitting target. [REDACTED] highlighted that change over time was an area that [REDACTED] needed to focus given that the average change over time was 3 – 5 minutes and that [REDACTED] line were taking an average of 7 minutes to change a reel. [REDACTED] acknowledged this and said he was aware that this needed to improve. He said that he felt that the fact that he had many new members had not helped the situation but he said that he had felt that they had jelled more over the last week or so and hoped that there would be an improvement to all areas.

Point 5 - Your high levels of absence which have been raised previously but further absences have occurred since your last capability hearing;

[REDACTED] said that [REDACTED] had had further absences since his last probationary review and this was an area that he still needed to focus on. [REDACTED] said he was aware of this and would try his best to improve his absence. He said that he was improving his diet and doing more training which he felt was helping his health and made him feel much better. [REDACTED] stated that he did appear to be more positive recently, touching on point 6, General attitude; often your enthusiasm and motivation are lacking which can have a negative impact on your team. He said that his attitude was much better and felt it was having a positive effect on himself and the team. [REDACTED] said that he had not been in a good place over the last couple of months with things going on at home and work but was taking steps to improve this and felt that it was. [REDACTED] said that he felt that it was.

[REDACTED] then raised the issues of the labelling errors when a pallet of BYT Babies were packed with Redmere labels. [REDACTED] said that this was not acceptable and could have resulted in a fine for the company. [REDACTED] said that he was aware of this and did not realise at the time that it had happened or how it had happened and was very sorry. [REDACTED] asked as to whether [REDACTED] was using the blue lock box for label control, to which [REDACTED] responded that he was. [REDACTED] said that this in itself was a worry. [REDACTED] accepted this. [REDACTED] also raised another issue that there was new season promo labelling on BYT babies. [REDACTED] highlighted that [REDACTED] should be looking at the packing and promotional sheet and ensure that you maintain good communication with the QA at all times. [REDACTED] said that he understood this and would take appropriate action. [REDACTED] then said that there was an issue with poor seals in the factory. [REDACTED] said that he was aware of this and felt that the QA may have

adjusted the seal. [redacted] said that there was one particular QA who tended to adjust settings and stepped up on the frames of the machinery. He stated that he was not the only Line Leader who had noticed this about the QA in question. [redacted] said that in future if there were concerns of this nature then [redacted] should email this to [redacted] and [redacted] as there was no evidence to support this as it stood. [redacted] said that he would do this in future.

[redacted] proceeded to talk about another instance of labelling error where there was the incorrect print on Aldi Pembrokeshire Earlies product. This was then mixed in with Asda BYT baby and released. [redacted] asked [redacted] to give his thought in what had happened. [redacted] said that at the time there was so much product to be tipped in the on hold/tipping area it was difficult to see what was what. He also said that on the day he was having huge problems with the ICE printer and that he and [redacted] had been trying to resolve it. [redacted] asked if JJ had been made aware to which [redacted] replied that he had, the problem was that the ICE printer was continually running the product before and that JJ had advised that he should turn the machine off and turn on again. He said that there had been grouping errors possibly due to sizing issues and that he had only noticed the error with the printing after he had packed 32 trays. [redacted] said that [redacted] was aware of this and that he had put them to one side in the tip area and had planned to use them the following shift. [redacted] acknowledged that he had taken the product out of circulation but highlighted that the total bags that had been affected by his errors had been 480 which is very high. [redacted] said that he accepted this but also commented that it was also the QA responsibility to check packaging quality although he was not saying this to pass the buck. [redacted] said there was a responsibility with the QA but [redacted] needed to realise the potential enormity of the issues, he stated that in the most recent issue this could have caused major issues and financial loss to the Company. As it stood considerable time had been lost in trying to investigate the problem which in fact had a cost attached. [redacted] suggested that had [redacted] sent an email at the time then we would have all been aware of the situation.

[redacted] accepted that it would have been better to send an email but added that [redacted] was aware of the error as he had spoken about it at shift change and that also [redacted] was aware. [redacted] did acknowledge that he had not spoken directly to [redacted] about this. [redacted] highlighted that he accepted that his performance in this areas was not good enough but that in the last 2 weeks there had been a number of other labelling issues with other line leaders and that there had been other instances which were not being reported. [redacted] said that would follow this up and was aware that there had been one issue with [redacted] and he had address this and said that he would follow up any other issues raised to him.

[redacted] asked [redacted] if he wanted to comment on any of the areas that had been raised and [redacted] said that he had said everything he wanted to. [redacted] said the wanted to take some time to consider what [redacted] had said and asked him to take a ten minute break.

Meeting reconvened

[redacted] thanked [redacted] for returning to the meeting and said that he had time to consider [redacted] addition. [redacted] summarise by saying that overall indications were that [redacted] was improving but that there was still some way to go. [redacted] highlighted that [redacted] needed to improve further in the following areas:

- Line cleanliness, whilst this had improved greatly there was still some more work to be done.
- Structuring of task allocation to the team on a daily basis
- Improve change over time with a target of 3-4 minutes – work with team to achieve this
- Improve tonnage throughput, it was indicated by Jack that if he could get the other areas up to scratch then this should naturally follow.
- Improve accuracy of print and labelling of products
- Improvement in attendance

Jack stated that Stuart's overall attitude had improved and that this had been noticed. Stuart agreed with the points that required further attention and said that he would work on it. He said that he felt that over the past few weeks he had improved his attitude greatly and said that previously he had been having issues at home that had been affecting work and visa versa but he had got on top of it.

Jack accepted that there had been an overall improvement but that there were still a couple of areas that were below the expected standard in particular the labelling and printing issues. As a result of this Jack advised Stuart that he was to receive a written warning and that he needed to see all areas at the expected standard by the follow up meeting. He advised Stuart that he would arrange a meeting for approximately 6 weeks' time and that if in the meantime he wanted to talk through anything he would happy do this.

Stuart thanked Jack for this and also the conversation that they had had a few weeks ago as he felt that it had helped him. He also mentioned that he wanted some training on the check weigher. He said that since the QA role had changed there was more emphasis on the Line Leader to know about the check weigher and that he did not feel wholly confident. Jack said that he would arrange this.

Jack asked if Stuart wanted to add anything further and Stuart said he did not.

Meeting closed



16th July 2018

Dear [REDACTED],

Thank you for taking the time to attend the performance review meeting on the 13th July 2018. As stated in the meeting there has been some improvement in the outlined areas although there is still a requirement in certain areas in order to meet the expected standard, I would like to outline the agreed areas of improvement with some more specific targets and I also enclose a copy of the meeting notes.

1. Although cleanliness and tidiness of your line has improved further improvement is required to reach the expected standard.
2. Continue on the way in which you manage your team and communicate to them focusing on a structured approach to task delegation.
3. Improve change over time from 7 minutes to 3-4 minutes.
4. Improve throughput of tonnage on the line aiming for hitting average - circa 3-3.5tph.
5. Aim to ensure that no further labelling or print errors occur on your line and in the event that they do email relevant colleagues advising them of the error and any actions taken.
6. Ensure that you do not excessively over or under pack, take you time to read the packing requirements and if you have any queries these are to be raised with the Planners immediately
7. Improve your levels of absence.

If you have any questions or would like to discuss any of the points raised please come and see me. I hope to see an improvement in the areas outlined above and would like to have a further review meeting on the 30th August 2018 at 10.30am in the Grassholm meeting room. As advised in the meeting I have considered the situation and all of the information that I have and that was submitted by you in the meeting and feel that it is appropriate to issue a first written warning. This warning will remain on your file for 6 months. I hope to see a significant improvement in the areas highlighted above to avoid the need for any further formal action

You have the right to appeal this decision within 5 days of receipt of this letter. Any appeal would be heard by [REDACTED].

Regards

[REDACTED]
Factory Manager

Jane Sadler

From: Jane Sadler
Sent: 25 June 2019 22:14
To: Jane Sadler
Subject: Feedback Jack re [REDACTED]

From: J [REDACTED]
Sent: 17 July 2018 21:59
To: Jane Sadler <Jane@puffinproduce.com>
Subject: RE: SL

Hi Jane,

Thank you for your help with this. I'll admit dealing with any member of staff is difficult and the route can be quite hard to see. I appreciate your help – I know your busy. Thing is I wouldn't have know where to start – if someone is a young manager, yes I am allowed to refer to myself as young – it can be a little daunting.

I know I feel more confident having gone through the process from beginning to end with you, it was really useful to work out the reason why a member of staff requires performance managing, help build the letter/s and the required elements – talk about the time frame, required meetings with the individuals – the target setting, the measuring of their goals and then the concluding good/poor outcome of the performance and how to deal with this as we did.

I'm not saying I'm ready to do it on my own just yet – but definitely feel like I understand the reason to do it, if you follow?

I definitely feel like the wider team would benefit on a small workshop on this too!

Thanks for holding my hand 😊

J [REDACTED]

Jane Sadler

Subject: FW: Absence stats and costs
Attachments: Absence stats week on week 2018.xlsx

From: Jane Sadler
Sent: 4 July 2019 13:11
To: Ni [REDACTED]
Subject: Absence stats and costs

Hi both,

Please find attached the absence stats and costs for last week.

Regards

Jane

Jane Sadler
 HR Manager

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



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

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Screenshot of absence statistics

	Sickness	Authorised	Unauthorised	Compassionate	Total Days	Hours lost	Total hours worked	Hrs lost as % of hours worked
50 29th October - 4th November	23	0	15	0	24.5	196	5252	3.7
51 5th November - 11th November	15	0	1	0	16	128	5160	2.5
52 12th November - 18th November	19	0	4	2	25	200	5013	4.0
53 19th November - 25th November	7	0	13	2	22	176	5164	3.4
54 26th November - 2nd December	15	1	9	0	25	200	5427	3.7
55 3rd December - 9th December	19	1	20	0	40	320	5244	6.1
56 10th December - 16th December	25	0	13	0	38	304	5530	5.5
57 17th December - 23rd December	33	0	5	0	38	304	5975	5.1
58 24th December - 30th December	28	0	2	0	30	240	5017	4.8
59 31st December - 6th January 19	35	3	2	0	40	320	4081	7.8
60 7th January - 13th January 19	31	0	6	0	37	296	4975	6.0
61 14th January - 20th January 19	33	0	8	0	41	328	4881	6.7
62 21st January - 27th January 19	28	1	6	4	39	312	5259	5.9
63 28th January - 3rd February 19	22	2	3	0	27	216	5144	4.2
64 4th February - 10th February 19	41	2	4	3	50	400	5117	7.8
65 11th February - 17th February 19	18	2	8	5	39	264	5429	4.9
66 18th February - 24th February 19	18	0	2	2	22	176	5294	3.3
67 25th February - 3rd March 19	16	5	6	1	28	224	5250	4.3
68 4th March - 10th March 19	29	7	7	0	43	344	5513	6.2
69 11th March - 17th March 19	34	1	6	0	41	328	5867	5.6
70 18th March - 24th March 19	24	1	5	0	30	240	5839	4.1
71 25th March - 31st March 19	18	1	5	0	24	192	5920	3.2
72 1st April - 7th April 19	22	0	3	2	27	216	5568	3.9
73 8th April - 14th April 19	22	0	0	0	22	176	5994	2.9
74 15th April - 21st April 19	9	1	6	0	16	128	5705	2.2
75 22nd April - 28th April 19	4	0	1	0	5	40	5600	0.7
76 29th April 19 - 5th May 19	29	1	1	0	31	248	5543	4.5
77 6th May - 12th May 19	31	0	0	0	31	248	5458	4.5
78 13th May - 19th May 19	20	1	0	0	21	168	5384	3.1
79 20th May - 26th May 19	12	0	18	0	30	240	5717	4.2
80 27th May 19 - 2nd June 19	13	2	20	0	35	280	5578	5.0
81 3rd June 19 - 9th June 19	23	1	0	0	24	192	6045	3.2
82 10th June 19 - 16th June 19	19	1	1	0	21	168	6012	2.8
83 17th June 19 - 23rd June 19	8	10	8	0	26	208	5139	4.0
84 24th June 19 - 30th June 19	6	3	7	0	16	128	5616	2.3

Leavers Report

Ref	Surname	Name	Cost Centre	Start date	Finish Date	Length of Service
57			PRODUCTION	21/01/2013	08/02/2019	6.05
116			PRODUCTION	26/08/2014	08/06/2018	3.78
171			PRODUCTION	14/09/2015	24/12/2018	3.28
150			PRODUCTION	18/05/2015	29/06/2018	3.12
149			PRODUCTION	27/04/2015	04/06/2018	3.10
194			PRODUCTION	15/02/2016	23/12/2018	2.85
193			PRODUCTION	15/02/2016	23/12/2018	2.85
241			PRODUCTION	30/08/2016	23/03/2019	2.56
236			PRODUCTION	01/08/2016	12/11/2018	2.28
247			PRODUCTION	05/09/2016	02/12/2018	2.24
337			PRODUCTION	14/08/2017	04/04/2019	1.64
266			PRODUCTION	27/02/2017	05/10/2018	1.60
359			PRODUCTION	02/10/2017	15/04/2019	1.53
336			PRODUCTION	14/08/2017	11/01/2019	1.41
348			PRODUCTION	11/09/2017	01/01/2019	1.31
425			PRODUCTION	14/05/2018	24/05/2019	1.03
367			PRODUCTION	30/10/2017	08/11/2018	1.02
335			PRODUCTION	14/08/2017	31/07/2018	0.96
344			PRODUCTION	11/09/2017	17/08/2018	0.93
459			PRODUCTION	09/07/2018	29/05/2019	0.89
340			PRODUCTION	21/08/2017	15/06/2018	0.82
461			PRODUCTION	27/07/2018	11/05/2019	0.79
363			PRODUCTION	09/10/2017	15/07/2018	0.76
462			PRODUCTION	27/07/2018	23/03/2019	0.65
476			PRODUCTION	17/09/2018	30/04/2019	0.62
480			PRODUCTION	24/09/2018	30/04/2019	0.60
414			PRODUCTION	14/05/2018	10/12/2018	0.57
424			PRODUCTION	14/05/2018	10/12/2018	0.57
472			PRODUCTION	27/08/2018	18/03/2019	0.56
400			PRODUCTION	19/03/2018	21/09/2018	0.51
442			PRODUCTION	28/06/2018	22/12/2018	0.48
437			PRODUCTION	25/06/2018	13/12/2018	0.47
413			PRODUCTION	14/05/2018	27/09/2018	0.37
408			PRODUCTION	07/05/2018	19/09/2018	0.37
406			PRODUCTION	07/05/2018	16/09/2018	0.36
427			PRODUCTION	14/05/2018	18/09/2018	0.35
2334			PRODUCTION	03/09/2018	04/01/2019	0.34
410			PRODUCTION	14/05/2018	12/09/2018	0.33
441			PRODUCTION	28/06/2018	25/10/2018	0.33
455			PRODUCTION	02/07/2018	28/10/2018	0.32
524			PRODUCTION	04/02/2019	23/05/2019	0.30
516			PRODUCTION	21/01/2019	03/05/2019	0.28
515			PRODUCTION	21/01/2019	30/04/2019	0.27
517			PRODUCTION	21/01/2019	30/04/2019	0.27
418			PRODUCTION	14/05/2018	19/08/2018	0.27
454			PRODUCTION	02/07/2018	27/09/2018	0.24
485			PRODUCTION	22/10/2018	15/01/2019	0.23
510			PRODUCTION	14/01/2019	01/04/2019	0.21
444			PRODUCTION	28/06/2018	09/09/2018	0.20
431			PRODUCTION	04/06/2018	15/08/2018	0.20
499			PRODUCTION	04/12/2018	11/02/2019	0.19
514			PRODUCTION	14/01/2019	20/03/2019	0.18
422			PRODUCTION	14/05/2018	17/07/2018	0.18
432			PRODUCTION	04/06/2018	06/08/2018	0.17
496			PRODUCTION	26/11/2018	25/01/2019	0.16
420			PRODUCTION	14/05/2018	12/07/2018	0.16
463			PRODUCTION	01/08/2018	26/09/2018	0.15
493			PRODUCTION	26/11/2018	14/01/2019	0.13
486			PRODUCTION	12/11/2018	29/12/2018	0.13
438			PRODUCTION	25/06/2018	10/08/2018	0.13
440			PRODUCTION	28/06/2018	13/08/2018	0.13
453			PRODUCTION	02/07/2018	17/08/2018	0.13
506			PRODUCTION	02/01/2019	12/02/2019	0.11
467			PRODUCTION	13/08/2018	21/09/2018	0.11
411			PRODUCTION	14/05/2018	19/06/2018	0.10
407			PRODUCTION	07/05/2018	11/06/2018	0.10
423			PRODUCTION	14/05/2018	17/06/2018	0.09
528			PRODUCTION	04/03/2019	06/04/2019	0.09
526			PRODUCTION	18/02/2019	19/03/2019	0.08
503			PRODUCTION	04/12/2018	30/12/2018	0.07
500			PRODUCTION	04/12/2018	29/12/2018	0.07
502			PRODUCTION	04/12/2018	28/12/2018	0.07
419			PRODUCTION	14/05/2018	06/06/2018	0.06
497			PRODUCTION	04/12/2018	26/12/2018	0.06
520			PRODUCTION	28/01/2019	19/02/2019	0.06
470			PRODUCTION	20/08/2018	04/09/2018	0.04

487		PRODUCTION	19/11/2018	30/11/2018	0.03
466		PRODUCTION	13/08/2018	22/08/2018	0.02
439		PRODUCTION	25/06/2018	03/07/2018	0.02
507		PRODUCTION	02/01/2019	10/01/2019	0.02
518		PRODUCTION	21/01/2019	28/01/2019	0.02
468		PRODUCTION	20/08/2018	26/08/2018	0.02
501		PRODUCTION	04/12/2018	10/12/2018	0.02
489		PRODUCTION	19/11/2018	23/11/2018	0.01
504		PRODUCTION	10/12/2018	14/12/2018	0.01
491		PRODUCTION	19/11/2018	20/11/2018	0.00
540		PRODUCTION	13/03/2019	13/03/2019	0.00

Turnover report April 2018 – April 2019

Month and Year	Number of employees on first day of the month	Number of employees on the last day of each month	Average number of staff employed each month	Number of Concordia leavers each month	Number of permanent staff leavers each month	Average number of staff employed year to date	% Turnover rate for concordia staff the month	Cumulative Concordia Leavers year to date	% Turnover Concordia staff year to date	% Turnover rate for permanent staff for the month	Cumulative Permanent leavers year to date	% Turnover Permanent staff rate year to date
Apr-18	123	115	119	5	4	119	4.20	5	4.20	3.36	4	3.36
May-18	115	131	123	6	4	123	4.88	11	8.84	3.25	8	6.50
Jun-18	131	138	134.5	2	7	135	1.49	13	9.67	5.20	15	11.15
Jul-18	138	140	139	4	6	139	2.88	17	12.23	4.32	21	15.11
Aug-18	140	136	138	3	4	138	2.17	20	14.48	2.90	25	18.12
Sep-18	136	133	134.5	2	3	135	1.45	22	16.36	2.23	28	20.82
Oct-18	133	131	132	0	4	132	0.00	22	16.87	3.03	32	24.24
Nov-18	131	135	133	0	6	133	0.00	22	16.34	4.51	38	28.57
Dec-18	135	129	132	5	5	132	3.78	27	20.45	3.79	43	32.58
Jan-19	129	124	126.5	4	7	127	3.16	31	24.51	5.53	50	39.53
Feb-19	124	125	124.5	1	4	125	0.88	32	25.70	3.21	54	43.37
Mar-19	125	134	129.5	6	3	130	4.63	38	29.84	2.32	57	44.02
Concordia Permanent												
Total number of data collection months							12			12		
Total number of leavers during the months							38			57		
Average number of staff during the months							130			130		
Annualised Turnover rate							29.34			44.02		
Total Turnover							73.35			73.35		

Ev.51

Excerpt from Research Report

A critical review of the current Puffin Produce Ltd appraisal system

4. Findings

All questionnaire results were analysed (Appendix B), however some definite patterns were identified with the feedback culture. (Table 1) The key points from the focus group are shown in Appendix C.

72.22% of respondents identified that they had not had an appraisal review in each year of employment despite only 27.78% of respondents being employed for less than one year.
36.11% of respondents said that they never received informal feedback from their manager, with 41.67% stating that they did receive informal feedback but not very often.
2% of respondents said they were happy to receive feedback once a year in comparison to 47.22% who said that they would like to receive feedback whenever they did something good or needed guidance, with 19.44% stating they would like to receive feedback every month.
When considering developmental discussions with their managers over 50% of respondents felt that there was either no two-way communication, no trust or neither of these elements present.

Table 1.

With regard elements of the appraisal interview some key patterns became evident. (Table 2)

36.11% of respondents said that the purpose of appraisals was to develop and invest in staff with 33.33% of respondents saying that it was to identify problems with performance. This is compared with 8.33% of respondents who said it was linked to pay/bonuses.
63.89% of respondents said that an annual appraisal did benefit their development in comparison to 36.11% who felt they were a waste of time.
52.94% of respondents felt that the current system was fair with 70% stating that the rated scoring system worked for them.
47.06% of respondents felt that the current system was unfair with 29.41% stating that the rated scoring system did not work for them.

Table 2.

Findings indicate that the majority of appraisals are not being carried out annually, with secondary research indicating that they are often time consuming and loathed (Gaskell, 2018) views which were mirrored by the managers during the focus group with some reporting that they did not feel confident in conducting an appraisal. (Strebler, et al., 2001) (Barnet, 2018) It appears that informal feedback is not frequently given to employees despite most wanting real time feedback as suggested by Cappelli & Tavis (2016). With regard to managers/employees relationships, 34.24% of respondents felt that there was no two way communication when discussing performance and development indicating a lack of participative/self-setting goals something which Gifford (2016) identified as helping to drive performance. This was reinforced by managers stating that they decided on performance goal and then sought approval as opposed to engaging in participative goal setting. The perception of fairness was in question with the margin of fairness being only 5.88%, some of the free text comments implied that there was an element of favouritism which could be a contributory factor as could the reports of lack of trust in the manager/employee relationship which was revealed in the questionnaire results. Secondary research shows that the perception of fairness impacts on the performance of individuals and thus should be considered. (Gifford, 2016)

Contrasting with secondary research by Gupta (2018) and Gifford (2016) the vast majority of respondents felt that the rated scoring worked and most respondents felt that the annual appraisal did benefit their development. The results showed that many of the respondents felt that the purpose of the appraisal was more developmental than administrative despite company policy stating that appraisals are directly linked to bonus payments, with managers stating that they contributed very little either developmentally or administratively and felt like a paperwork exercise. This indicates some confusion as to the purpose of the appraisals and as the secondary research states in is difficult to get a single system that satisfies both objectives. (Gifford, 2016) Only 5% of questionnaire respondents felt that the appraisal was linked to organisational goals with none of the managers reporting a link agreeing that the appraisals were related to organisational performance goals.