Qualification:

CIPD Diploma in Applied Human Resources

Module Name:

Contributing to Improving Organisational Performance

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CIPD Membership Number:	49777067

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: Kate Houston

Date: 26th July 2019

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CIPD Candidate evidence matrix (EXAMPLE)

(CEM1)

Candidate name: Kate Houston				CIPD Membership/registration No.: 49777067		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1403228		
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; 3.1; 2.1; 2.2; 2.3; 3.1; 3.2	Vision document	EV1		
		1.1; 2.2; 3.1	Strategic Plan	EV2		
		1.1; 2.3; 3.1; 3.3	Service Hub for Recruitment	EV3		
		1.1;1.2; 2.3; 3.1; 3.2	Role Profile	EV4		
		1.1; 2.2; 2.3; 3.1; 3.2; 3.3	Achieve Framework	EV5		
		1.1; 3.1; 3.2	HR Policies and Procedures List	EV6		
		1.1	Housing Policies List	EV7		
		1.1; 3.2	Alcohol, Drugs and Substance Misuse Procedure	EV8		
		1.1; 3.2	Grievance Procedure	EV9		
		1.1; 3.2	Probationary Period Procedure	EV10		
		1.1;1.3; 3.1; 3.2	Performance Improvement Plan (PIP)	EV11		
		1.1; 3.2	Absence Management Procedure	EV12		
		1.1	Pre-employment health questionnaire	EV13		
		1.1;1.3	Snapshot of sickness graphs pulled from Ateb's sickness data	EV14a		
		1.1;1.3	Email to FLM re: sickness triggers	EV14b		
		1.1;1.3	Sickness data sent for the period of October to December for the Maintenance Department	EV14c		

		1.1	Appraisal Procedure	EV15		
		1.2, 1.3; 2.1	Jane Nutland witness statement	EV16		
		1.2; 1.3	Merrilee Phillips witness statement	EV17		
		1.2	A Guide to Salary Benchmarking	EV18a		
		1.2	Example letter sent re: Benchmarking	EV18b		
		1.2	CHC Salary Survey	EV19		
		1.3	Evelyn Calveley witness statement	EV20		
		1.3; 2.2; 3.1	Colin Groves witness statement	EV21a		
		1.3; 2.2; 3.1	PIP	EV21b		
		1.3; 3.1	Matthew Owens witness statement	EV22		
		1.3; 3.2	Capability Procedure	EV23		
		1.3; 3.2	Induction	EV24		
		1.3; 2.1; 2.2; 3.1; 3.2	DNA	EV25		
		1.3; 2.1	Bethan Elliott witness statement	EV26		
		1.3	Victoria Evans witness statement	EV27		
		2.1	Time-attendance data email	EV28		
		2.1; 2.2; 2.3; 3.1	Tom Waters witness statement	EV29		
		2.2; 3.1	PIP	EV30a		
		2.2; 3.1	PIP letter	EV30b		
		2.2	Example of 360 degree evaluation	EV31		

		2.3	Payroll showing change to working pattern	EV32a		
		2.3	Letter confirming change to Main Terms	EV32b		
		3.1; 3.2	Deliver	EV33		
		3.1	DNA questions	EV34		
		3.2	Latest consultation improving benefits	EV35		
		3.2	Performance Incentive Programme	EV36		
		3.2	Leadership	EV37		

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:		**Date:**	26.07.19

CIPD

1.1

Performance management allows employers to maintain and improve the performance of its workforce in order for an organisation to achieve its goals. There are no set processes and each organisation varies its approach (ACAS, ND). It is a set of processes aimed to improve employee performance in-line with an organisation's objectives (CIPD, 2018).

Ateb's Vision document (EV. 1) establishes the core framework that is required to deliver the right outcomes, efficiently with great customer experience in a trusting, inclusive, get things done environment and is 'what good looks like for Ateb'. It details our DNA, our leadership style, the characteristics and attributes expected of an individual, and our three strategic aims:-

- Increase Corporate Strength
- Improve Services Delivery
- New Business Growth

These aims are referred to annually in our Startegic Plan (EV. 2) and addresses whether we have achieved our three aims and our improvement processes. These aims are our core and from this our Service Hubs (EV. 3) have been developed for each department setting our performance and opertational standards and measures, linking to our Role Profiles (EV. 4) which clearly sets out each job role's service areas; from this the front line-manager's (FLMs) define objectives and goals for their departments, their teams and individuals in the Achieve Framework (AF), (EV. 5).

The Service Hubs (EV. 3) have primarily been managed by FLMs with the inputting of data by their teams. Many FLMs encourage their teams to take an active role in keeping these updated continously rather than on a quarterly basis.

Ateb and its subsidiaries known as the Group is processed driven and has highly detailed policies and procedures (EV. 6/7) such as the alcohol and drug procedure (EV. 8) and the grievance procedure (EV. 9) which is undertaken to monitor and measure performance (Thomas et al. 2013) however, with a new appointment of a Chief Executive (CE) a mix of formal and informal approaches will be pursued. The CE does not like wordy policies and procedures wishing to streamline these, this is a continuous process for the HR department and implemented on a rolling basis as Ateb evolves, as we are currently in a transition period due to organisational change. Not all policies and procedures have been rebranded therefore some are branded Pembrokeshire Housing although remain current policies and procedures.

The HR function provides advice, guidance and support to FLMs as they are crucial to shaping an organisation and the employee relationship, influencing employee attitudes and discretionary behaviour in the way in which they interpret and apply

practices and processes and are known as key drivers 'bringing the policies to life' (Hutchinson, 2013; Purcell, 2003).

Examples of Ateb's procedures are:-

The probation period procedure (EV. 10) ensures a consistent and robust process for employees during their probationary-periods. Employees are subject to a 6-month probationary-period and the disciplinary procedure does not apply during this time. It sets out the requirements for FLMs such as ensuring the job role is clear to the employee, providing appropriate support, holding regular reviews in line with Ateb's induction process and raising any concerns with an employee relating to their performance. In the event a Performance Improvement Plan (PIP), (EV. 11) is needed when an employee underperforms, the FLM is required to clearly explain this to the employee and a copy of the PIP provided to HR. Failure to meet the expectations of the PIP can result in the employee's probationary-period being extended; the length of the time will be on the advice of the HR department. If corrective action has not been sufficient it could end in the dismissal of the employee which the FLM and HR will instigate. In cases of underperformance during probation I liaise with the employee to ensure any learning and development is actioned and to give advice when there is a breakdown of communication between the FLM and employee.

Absence management procedure (EV. 12) covers annual leave and sickness. I am responsible for ensuring pre-employment health questionnaires (EV. 13) are sought prior to employment and whether any restrictions or adjustments are necessary. The procedure identifies what an employee needs to do with regard to booking annual leave and notifying of sickness absence together with pay entitlement. It clearly defines what the employee has to do on their return to work following an absence and the FLMs responsibility. I compile sickness data recording and monitoring sickness across the Group (EV. 14a/b/c) and the triggers are clearly communicated to the employee and FLM quarterly. I communicate the process of sickness triggers at an employee's induction. When an employee is on long-term sickness HR are responsible together with the FLM referring, if necessary, to occupational health to see what, if any restrictions are required. I am responsible for supporting the FLM when meeting the employee to go through the report and action any recommendations. The procedure details redeployment, reasonable adjustments, retirement on ill-health and termination of employment.

The grievance procedure (EV. 9) details Ateb's process such as trying to resolve the issue informally followed by the formal stages. Employee's wishing to raise a grievance must do this in writing, the procedure details who has authority to hear a grievance together with timeframes and potential outcomes and right to be accompanied. In such cases it is HR's responsibility to ensure FLMs and those hearing the grievance are properly trained and have been given resources such as the ACAS Code of Practice.

HR policies and practices (EV. 6/7) influence performance and their effectiveness depends on implementation (Hutchinson, 2013). Legislation must be considered when streamlining policies and procedures and it is envisaged that signposting employees to key sources such as ACAS will ensure this in the future.

The main objective of human resource management (HRM) is to secure people with the right skills and experience through an effective recruitment and selection process once this is achieved to ensure employee retention ensuring Ateb has a high-performing culture thus higher performing employees (Taylor, 2016; Armstrong, 2009).

HR function at Ateb has an active role in supporting FLMs beginning with ensuring future FLMs and employees are selected based on their HR orientation and their 'fit' to Ateb's culture and values. An Ability+Motivation+Opporutnity model aids the HR function to support FLMs to implement effective policies and practices by providing HR practice training, ensuring accessibility by sharing these via formal policies and procedures and by having an open-door policy providing advice and guidance, recognising good FLMs people management through the use of the AF, originally named as Personal Achievement Log (EV. 5) which is a new approach which will ensure added value to FLMs and their teams aligning organisation goals, objectives and values (Miller, 2017; Trullen, 2016).

Ateb understands that if performance is not managed well they are unlikely to achieve the best results from their workforce. Guest and Conway (1998) recognise a shift in performance management from top-down to joint-evaluation that is multi-source feedback. Appraisals (EV.15) were used at Ateb however, we are currently piloting the AF (EV. 5) replacing the annual process assessing feedback with regular face-to-face conversations, time-specific targets and future objectives for the individual, teams, departments and organisation agreed with FLMs (CIPD, 2018). Colleagues have the ability to praise issuing a SPOT for outstanding performance, whilst also being used as a wellbeing tool to gauge employee's satisfaction levels with their job role and organisation. HR involvement will be limited unless learning and development or under-performance is warranted. The AF will motivate the workforce and will clearly demonstrate those making a valuable contribution towards Ateb's goals, employees will have the ability to develop as FLMs will be able to recognise and acknowledge employees work on a rolling basis whilst also having the ability to spot and improve poor performance (ACAS, ND).

1.2

Ateb's HR department seeks guidance from various sources using their in-house solicitor, outsourced employment solicitors, outsourced experts as well as a mixture of government websites and professional bodies on a range of issues relating to employment matters such as unfair dismissal, misconduct, disciplinary and investigatory action, how to deal with underperformance to health and safety issues.

I access on a regular basis websites to ensure I provide individuals, teams and FLMs with the right legislation, guidance, support and case advice on performance management issues accessing:

- cipd.co.uk which utilises useful articles, factsheets, podcasts, reports, question and answers, case law, topic pages, surveys, webinars and guides (CIPD, ND; CIPD 2019).
- acas.org.uk provides advice on good practice and is an excellent website as many performance management issues can be sourced including: recruitment and selection; dispute resolutions methods such as conciliation, arbitration and mediation (Aylott, 2018) when followed providing quicker and cheaper solutions than progressing to Employment Tribunals; challenging conversations and how to manage these as managers are often reluctant to deal with emotional or difficult performance and conduct issues therefore finding the best way to communicate, taking control of the meeting and having a level of self-belief are essential for the FLM, supervisor and myself (ACAS, ND).
- legislation.gov.co.uk ensuring compliance with legislation like the Equality Act 2010, Employment Rights Act 2008 and Employment Rights Act 1996 (Gov, ND).
- hse.gov.uk provides health and safety guidance although Ateb has its own Health and Safety Manager. I liaise on issues where employees or supervisors are not managing the workplace or themselves in the correct manner linking to Ateb's own policies and procedures.
- Other websites which are useful to check accuracy and affirm Ateb is up-to-date include Equality and Human Rights Commission; The Law Society; Employment Case Update; Croner-I; and Xpert HR websites and more to check accuracy and affirm Ateb is up-to-date.

I am mindful of legislation in my role such as with the recruitment and selection process utilising the Equality Act 2010 which consolidated previous anti-discrimination legislation into one Act setting out ways in which it is unlawful to treat someone (Gov, 2015) with or associated with one of the nine protected characteristics in the workplace (EV 16) :-

- Age
- Gender reassignment
- Marital status and civil partnership
- Pregnancy and maternity
- Disability; race
- Religion or belief
- Sex or sexual orientation
  (Daniels, 2019; Gov, 2015).

Myself or one of my colleagues take a fundamental role in shortlisting and the interview process therefore it is our responsibility to ensure applicants are not being discriminated against, encouraging members of the panel which is made up of managers' and supervisors to think of possible action resulting from:

- Direct discrimination
- Indirect discrimination
- Associative discrimination
- Perceptive discrimination
- Victimisation discrimination
- Harassment discrimination

It is important to acknowledge the impact their decisions could have and the potential for unconscious bias (Daniels, 2019; ACAS, 2015; ACAS, 2017; ACAS, ND).

Linked to this is Ateb's diversity and equality of opportunity policy as this is central to the process and relates to everyone having the same: access; opportunities; fair treatment; to work in an environment that is free from discrimination; harassment; victimisation and bullying (Petty, 2016).

I have a key role to ensure employees are properly inducted at Ateb from issuing contracts of employment, identifying implied and expressed terms, explaining probationary-periods, to issuing and writing Role Profiles (EV.4) thus ensuring employees know what is expected of them to signposting employees to HR policies and procedure such as absence management to raising a grievance (EV.17).

When dealing with grievances I refer to the ACAS Code of Practice such as Discipline at Work as an effective way to manage employment relations in-line with Ateb's policy. The ACAS Code of Practice on Discipline and Grievance is useful as is the Discipline and Grievances at Work: The ACAS Guide and Conducting Workplace Investigations Guidance ensuring correct process are adhered to by FLMs, supervisors and the HR department (ACAS, 2019). It provides guidance on how to deal with tricky situations like formal disciplinary action when an employee is on sick leave providing advice on how to prepare for the situation (ACAS, ND).

Another legislation I am particularly mindful of is the Employment Rights Act 1996 which covers a range of performance management issues such as: capability where employees must be informed and understand their role and expectations this starts at recruitment and induction of the employee and continues throughout their employment; dealing with issues to ensure fair reasons when dismissing when

referring to redundancy, consultation, capability or conduct (Gov, ND; ACAS, 2019; Daniels, 2019) if handled incorrectly potential claims of unfair or wrongful dismissal could arise.

For instance, Ateb recently had a grievance instigated when an employee was on long-term ill-health. Ateb was dismissing the employee on the grounds of capability therefore the Equality Act 2010 was referred to, in this case looking at the nature of the illness, the potential length of absence, Ateb's situation, Ateb's size and the impact this may have (Daniels, 2019; ACAS, 2019; Gov, 2015), together with whether it was fair and reasonable to wait a longer period seeking medical opinion and ensuring reasonable attempts to understand the condition and long-term prognosis (Daniels, 2019). The relevant legislation was read together with guidance and best practice from ACAS Code of Practice to ensure that Ateb carried out the correct steps and did not fall foul of unfair dismissal dealing with the capability separately.

Ateb uses external consultants for one off projects such as salary benchmarking which occurs triennially. Ateb benchmarks job roles using a median salary point to ensure it offers competitive, fair and consistent salaries in the housing sector (EV 18a/b).

Ateb's HR department also provides data annually such as the Community Housing Cymru salary survey which benchmark trends in HRM (EV.19). My Manager tasked me to complete sections working collaboratively with the finance department.

1.3

A FLM in the housing department approached me with regards to a young volunteer who was nearing the end of a Government scheme who required mentoring when applying for jobs in respect of recruitment and interview skills benefiting from my experience and knowledge (CIPD, 2014).

There was a vacancy becoming available within the housing department which the FLM felt suited the individual therefore wanting to give them the best chance of applying and at interview. This involved developing the individual to create a robust curriculum vitae, providing advice on how to complete a strong application form, coaching on interview techniques and bringing their knowledge, skills and experience into the interview from their time with Ateb. The individual's curriculum vitae was not representative of their skills and the individual had previously interviewed for a vacancy at Ateb and with other organisations but was always unsuccessful. I met with the individual on a regular basis supporting them by building their confidence and giving them the best opportunity to secure employment with Ateb. The process needed to be completed in a timely manner to ensure the individual was ready to apply when the vacancy became live (EV.16/20).

This employee recently had a new job role through a re-structure of the housing department and was hesitant in accepting the role as it was out of their comfort zone. Following consultation with the employee I provided advice to the employee and their FLM on a range of training options, shadowing and techniques to increase the employee's motivation enabling them to undertake the new role when offered (EV. 16/20).

A FLM sought advice and guidance on a flexible working application from a member of her team. The FLM wanted to know the process as soon as possible enabling a quick response to the employee. I spoke to the FLM following up with an email attaching the flexible working application form, guidance notes together with Ateb's procedure on the same day. From our conversation I ascertained that the request in principle could be granted however, further discussions were required with the Housing Manager and Housing Director. I offered to discuss the process of making an application with the employee, which I did, and at this point reminded the employee they could only make one application every 12 months (EV. 16/20).

When issues arise relating to poor performance FLMs often seek guidance from HR. I have worked with a FLM recently and advised an informal approach is taken by providing regular feedback (Hutchinson, 2013). Managing conflict effectively creates a healthy and productive working environment and if resolved speedily and informally can be less stressful for all concerned (EV. 21a/22), (CIPD, 2018).

I advised the FLM to identify whether training or shadowing is warranted. I now prompt FLMs to record underperformance using the AF, setting targets for the employee to achieve to set timeframes agreed by both parties in line with Ateb's

service area targets. This means the employee has clear objectives and knows what is expected of them (MSG, ND). The AF is useful as it can record difficult conversations and the results can be measured in the future.

Failure to meet the expected measures will result in formal measures implemented such as a PIP being issued to the employee which will affect their annual performance bonus; this document lists the areas of underperformance, setting a timeframe to improve and can be used as evidence in cases of capability or misconduct resulting in a disciplinary (Hutchinson, 2013). No further action will be applicable if the employee meets the standard however, if the underperformance persists the PIP (EV. 11) may be extended; the timeframe of which is agreed between the FLM and myself. When no significant improvement is made without good reason the matter progresses to a capability hearing. It is essential that FLMs are properly trained in the said policy and understand how to implement this, it is my role to ensure fairness and consistency (CIPD, 2018). I have aided a FLM to compile a PIP and diarised to chase as often poor performance is not followed through I therefore prompt the FLM to action and facilitate the process in a timely manner (EV. 21a,b/22/30a,b)

As issues can progress to capability I provide the FLM with the procedure (EV. 23) and offer assistance throughout the process signposting to the ACAS Code of Practice; this is essential as the Code reflects important timescales and information is accurately recorded. Organisations can have awards made up to 25 per cent for unreasonable failure to comply with the Code (ACAS, ND; Daniels, 2019). I support the employee too in these situations and signpost them to the ACAS website for additional support (ACAS, 2016).

When inducting new employees I am responsible in ensuring the timely appointment of the new recruit from seeking references, obtaining relevant qualifications to obtaining health clearance. When these checks are completed I liaise with the FLM agreeing a start date, requesting an individual induction plan for the employees first weeks at Ateb which I facilitate, ensuring the plan provides the necessary training and mentoring the employee will need and introducing the employee to key members of staff. It is important the induction is well designed and implemented resulting in a positive experience of the organisation (EV. 24), (CIPD, 2018).

I have assisted a FLM in the induction process recently highlighting what is required to be completed within the probationary-period, explaining and prompting the FLM if the new employee is underperforming to address issues promptly. I also ensure the FLM understands Ateb's policies and procedures and will run through these before the new employee arrives. On their new recruit's first day I ensure the new employee understands the HR policies and procedures and where these can be located such as how to raise a grievance to the absence management policy and their responsibilities. I also ensure the new employee understands their job role and knows what is expected of them, this is important as it sets Ateb's standards and expectations of the job role and the organisation (CIPD, 2018). To reiterate Ateb's brand I spend time on our DNA and its promotion (EV. 25/26), (CIPD, 2018).

I prompt the FLM and the employee within the probationary-period ensuring the planned reviews take place. I ensure the new employee is properly trained and will

prompt them and their FLM to future training requirements to ensure the employee is developed correctly (EV. 26/17).

I am responsible for providing quarterly sickness data and ensuring this is accurately recorded for FLMs and the Management Team as absence management responsibility lies with them (Hutchinson, 2013), (EV.14a/b/c). The compiled data is accurately recorded daily ensuring return to work forms are completed after a recent absence, prompting FLMs when needed. If an employee does trigger, I send a report to the FLM and request to see the employee together with the FLM to ascertain whether there are any potential issues such as ill-health or family reasons that are causing the absences or whether there are any patterns emerging such as the start or end of the week being taken when there is a bank holiday. I recently undertook such a review, discovering the employee was depressed and having trouble with their colleagues which was causing added stress. It is important in such circumstances, to ensure the data I provide is gathered in a timely manner and that reviews of sickness with an employee are proactive as leaving poor absence can have a detrimental effect on the employee's job satisfaction and Ateb's reduction of absence (Hutchinson, 2013), (EV.27).

I provided support to a FLM and an employee with regards to a pattern of erratic absences consisting of sickness or annual leave which were not pre-arranged. To resolve this potential conflict I compiled sickness data and time-attendance records to support the FLM in the discussion with the employee. The FLM and I met with the employee and issues surrounding her family and mental health were identified. I arranged for counselling and offered support such as signposting to MIND. The employee was allowed to leave when needed to deal with the issues in the interim as they arose but the frequency and erratic behaviour impacted on the team and the employee's job role. The employee eventually took long-term sickness absence therefore it was necessary to seek speedily an occupational health referral to identify what we needed, if anything, to put in place on her return. I was required to act fast in this situation as further delays could hinder returning to work and may have seen the employee remaining on long-term sickness for a longer period. I set up a meeting with the FLM implementing restrictions cited by occupational health such as shorter working hours for a specified time enabling the employee to continue working for Ateb (CIPD, 2018) (EV. 16/20).

2.1

FLMs are crucial in the day-to-day management of people from implementing polices to supporting development of the teams. It is crucial at the recruitment and selection stage Ateb recruit FLMs who have the Ateb's behaviours and DNA and to recognise the development of existing FLMs, supporting these to perform in their roles (CIPD, 2018).

I work with FLMs to ensure they understand their role, responsibility and Ateb's strategy using the Vision document (EV.1) developing people management skills. It is essential they have strong Ateb values and behaviours (EV. 25). I reiterate that they must demonstrate consistency however, recognise that they should tailor their approach to their teams and individuals and to do this this may need support from HR. FLMs are the 'face' of HR therefore they should be kept updated on the policies and be clear on how to implement these (CIPD, 2018). I upload new polices onto Yammer for the workforce to access but I support FLMs to implement these as the need arises.

A relatively new FLM requested advice regarding a flexible working application, it is important such activities are handled correctly, as the outcome and the way in which it is handled can have a strong influence on how the employee feels about Ateb and how well they do their job (Suff, 2011). I directed the FLM to the procedure and provided advice and support through the process working with the employee and FLM together with administration support. Key points I covered in our conversation were:-

- Employee had to have 26 weeks continuous service
- Not be in their probationary-period
- Does not have any current performance issues
- The leading principle needs to be met 'putting the customer first'
- It is not an automatic right to accept the flexible arrangement
- It is not for ad hoc arrangements
- Can be considered as a short or long term measure
- Can only request one flexible application every 12 months

When deciding on a request there are eight potential reasons for refusing a request as long as there is a business reason they are:

- The burden of any additional costs is unacceptable to Ateb
- Inability to reorganise work among the existing team
- Inability to recruit additional staff
- Ateb considers the change will have a detrimental impact on quality
- Ateb considers the change would have a detrimental effect on the business' ability to meet customer demand
- Detrimental impact on performance
- Insufficient work during the periods the employee proposes to work
- Planned structural changes, for example where Ateb intends to reorganise and considers the flexible working changes may not fit with these plans

(EV.16).

To ensure FLMs have the ability to implement Ateb's policies it is important to have an open-door policy, by this I mean rather than just signposting the FLM, I am supportive and talk through the policy giving specific advice: to demonstrate consistency with Ateb's policy; how to tailor their approach to individuals and teams; and how this may affect their team and department (EV.16), (CIPD, 2017; CIPD, 2018).

FLMs are increasingly being asked to apply traditional HR functions taking a daily lead (CIPD, 2018). The (CIPD, 2016) Annual Survey Report cited absence management as the top three greatest people management priorities for organisations, with primary responsibility for managing absence and sickness absence to FLMs as the most effective approach to managing both short and long-term absence. Presently, I provide all FLMs with sickness data but recognising trends and erratic sickness and the reasons for this have traditionally been managed by HR. I am now enabling FLMs to take the lead in sickness review meetings to establish their employees' wellbeing and ensuring they take an active role which will improve buy-in from their teams (Suff, 2011). I achieve this by having a 1:1 meeting with the FLM then arranging a group meeting with the FLM, the employee and myself. FLMs can find these situations difficult therefore it has been necessary to offer training such as 'how to handle difficult conversations' (EV. 16).

I work with FLMs providing them with time-attendance data. For instance a FLM has an employee who takes long lunches and frequently comes in late and does not do the same hours as her team. I monitor these records keeping the FLM informed ensuring the FLM can handle this team member's performance (EV. 28).

A shift of responsibility has also occurred in organisations with recruitment being led by FLMs (CIPD, 2018). The CE wishes for FLMs to be able to recruit members of their teams themselves and to limit HR presence going forward. I therefore am mindful whilst shortlisting and at interview to coach and guide FLMs with regards to consistency and forms of discrimination preparing them for the future when HR are no longer present in recruitment (EV.16/26).

FLMs need to be managed well by their managers, have a supportive AF in order to develop self-confidence in their job roles therefore mentoring is important both by their managers and HR; Ateb is utilising the AF for this purpose which I facilitate and guide on an-going basis (EV. 29), (CIPD, 2018).

HR work as business partners to help shape and implement effective HR strategies such as the implementation of the Service Hubs and the AF. To do this HR establishes meaningful relationships with FLMs, consult, ensure the FLMs have the right skills and are supported appropriately this will give HR credibility and ensure commitment and engagement (EV. 29), (CIPD, 2018; Novoa, ND).

2.2

HR are performance enablers, I am actively a role model sharing my belief with FLMs of the importance of continuous improvement in performance and to be curious. The crucial role of FLMs as enactors; implementing policies and procedures requires them to demonstrate they possess the right attitudes towards performance management approaches together with the right competencies to execute these (CIPD, 2018). Often performance management processes are seen as a waste of time by FLMs therefore I try to encourage this by communicating the importance of record keeping, having regular 1:1's, providing positive as well as constructive feedback; participation and involvement on activities and including FLMs in pilots at design and development stages and with new systems (EV. 29), (MSG, ND).

HR at Ateb has an open-door policy where FLMs are welcome to seek advice as needed. This is important as performance management issues can be overlooked by regularly speaking with FLMs with regards to their concerns you can identify potential issues such as unacceptable behaviour and poor performance.

This was the case with an employee in their probationary-period. I ensured each time the FLM complained about the employee they took a proactive approach and spoke to the employee regarding their shortfalls enabling the employee to take ownership to rectify their ways (Hutchinson, 2013). As the informal approach did not resolve the issue I aided the FLM to deal with the conflict issuing a PIP for which I assisted with the preparation and facilitated the process (EV 21a, b/22/30a, b).

I have assisted a FLM when faced with a difficult decision at recruitment (EV. 29). Two candidates were employable however, one was not available immediately and had limited digital experience the other had a vast amount of digital knowledge and was available immediately. The vacancy was a fixed-term contract hence the candidate with the most experience and available immediately should have been the preferred candidate as the shortlisting matrix was close.

The FLM at interview was unable to form a decision therefore I spoke at length with regards to his concerns. The FLM was weary; he felt the candidate was over qualified and would not stay in post for the length of the fixed-term period moving on to something better as well as being potentially hard to manage. The FLM was also concerned with their lack of supervisory experience as this candidate had only held high-level managerial roles therefore was unsure how he would react to being managed and his behaviour.

After a lengthy conversation I pointed out; this is a fixed-term position only; at interview the candidate stated he wanted a change of pace to his life and have work-life balance; he would need limited training on the position; could work unaided – this was essential as extra support was needed immediately; with support from HR the FLM would be able to have difficult conversations if his behaviour was an issue; there was a 6-month probationary-period therefore, if any issues were to occur they could be highlighted within the probationary-period; using the AF which I would coach the FLM on he would be able to manage the employee on a continuous basis. In contrast, the first candidate; fitted Ateb's DNA; would need a lot of supervision, could not start for a couple of months due to finishing a degree course; would need a

lot of hand-holding; could not be left unaided; was not fully trained in digital work needed for the position.

After a lengthy discussion weighing the pros and cons together with the top requirements I advised the FLM to consider the appointment overnight. The candidate who was available immediately, who was trained and wanted a slower pace in their working-life was selected. As this was the first time the FLM would have management responsibility I ensured the FLM was trained in our induction process and gave an overview of our policies and procedure, and the AF (EV.5).

Novoa (ND) cite research by OCG: the most common response at 78% of participants surveyed indicated FLMs capability as a major obstacle in the success of performance management, with 56% indicating FLMs dedication as the second most common response. It stated that 19% of organisations provide feedback to FLMs on performance management activities therefore FLMs are currently undergoing Opsis training outsourced by external consultants a bespoke management training aligning with Ateb's culture and DNA for this reason (EV.25). Every FLM was tasked with asking for feedback on their performance by their direct teams and over the course of the training will revisit the initial feedback as they progress and evaluate their performance as well as their peers (EV.31). This training is being delivered to senior management teams and FLMs alike reaffirming Ateb's strategic goals, culture, attitudes and behaviours required providing insight into the expectations, how to lead and how to successfully execute this (EV. 1/2).

MacLeod identified four drivers of employee engagement which is linked to performance management, one of which was engaging managers. FLMs who facilitate and empower their employees, rather than control and restrict, develop an employment relationship resulting in their employees respecting them and showing appreciation going the 'extra mile' (ACAS, ND). I encourage FLMs to work with their teams such as: communicating information clearly; ensuring information given is correct; to actively listen, to follow Ateb's values; to be flexible building trust; to actively encourage involvement in working groups and i2i (employee representation group) in order to feel valued and feel they are contributing (Suff, 2011). This is not always easy as FLMs often ask the employee to find out information from HR direct instead of taking the lead, or do not advocate joining groups as the department is busy therefore I have to remind FLMs this is part of their role. Suff (2011) cited CMI research which indicated employees left their jobs because of bad FLM.

It is my job role to influence all FLMs to embrace the new AF and how its effective application and commitment to Ateb's goals are conveyed as it is being rolled-out across departments, replacing the old appraisal system. Communication is key to the AF and is also an important competency for an effective FLM in motivating their team (Suff, 2011). I provide guidance on: detailing underperformance issues, objectives aligning to Ateb's service areas; defining the expected behaviour the employee should demonstrate, how to set challenging performance measures, the importance of reviewing regularly, defining how regularly to review; training development and facilitate feedback on how the AF could be improved in the future (EV. 5).

I am mindful when advocating the AF that FLMs develop staff on an ongoing basis by talking to their teams about opportunities. It is also important to demonstrate that measurements are fair and must not be discriminatory for instance, in the call centre an employee who has a disability should not be discriminated from taking frequent toilet breaks and not being on the phone to customers as much as their colleagues (ACAS, ND).

2.3

HR work together with FLMs to develop employee performance by utilising the AF (EV. 5) within their teams. It is a great opportunity to monitor and provide quality feedback regularly. It allows employees to track their own performance whilst building a continuous reflection on current and future objectives by HR and FLMs (Novoa, ND). I assist FLMs by ensuring they understand the AF and monitor whether they are using it as it is being rolled-out across Ateb. I ask FLMs to reflect on the process asking for their feedback; does it work with all their employees, does it work in their teams, what could be included in the future and what is not working. If the AF is not being used I prompt FLMs to use this new appraisal system communicating the benefits of the AF.

Performance management systems such as the AF (EV. 5) record an employees' performance and is a way of recognising a job well done in most cases but in some cases can be utilised in capability and disciplinary cases. It is a system to manage performance throughout the year focussing on continuous improvement and an employee's development. Role Profiles (EV.4) define the employee's role in respect of behaviours, competencies and technical attributes required in order to perform. Objective setting are linked to an employee's Role Profile, Ateb's Vision (EV. 1) document and Service Hubs (EV. 3) determining the discussions, negotiations and compromises at the regular reviews. It measures performance and the degree to which the employee has successfully delivered the standards and objectives as well as an element of performance planning hence to know what is expected, deadlines and future goals. It documents any training, mentoring, coaching, job enrichment and potential job enlargement (EV. 29), (MSG, ND).

I work in conjunction with FLMs when completing the monthly salary memos therefore I prompt FLMs on temporary or permanent variations of contracts such as change of hours or work patterns administrating letters and contracts and informing payroll. This allows FLMs to decision-make such as can the department cope with a reduction of hours by an employee, can it be sustained, is there enough budget and whether these variations should be extended or made permanent. I prompt FLMs to decision-make at the end of probationary-periods; checking whether there has been any issues, have these been documented, if so what actions should be implemented or simply to approve (EV.32a/b).

I monitor long-term sickness if an employee is to drop to half pay I prompt the FLM to communicate this with the employee informally before I write to them with this information. Often employees return when reducing to half pay and as a result of the FLM having that difficult conversation. Obviously, before this point occupational health has been involved but more than often FLMs do not make regular contact instead accepting the new sick note provided and the reason given without regularly checking on their wellbeing.

3.1

CIPD (2018) refer to performance management as an activity with a set of processes which aims to maintain and improve employees' performance that is both operational and strategically aligned to an organisation's objectives allowing employees to contribute positively. Armstrong (2009) suggests performance management is a continuous process setting individual and team goals aligned to strategic goals of an organisation hence the process is continual and not a once yearly exercise (EV. 1/2/3/4/5).

Ateb's vision document (EV 1) clearly defines the corporate strategic goals, there is no best approach to performance management as it depends on an organisation's culture and how the teams and functions operate (CIPD, 2018). Ateb has robust policies and procedures which due to organisational change are being reflected upon and eventually streamlined. These processes are bureaucratic 'top-down' and controlling (Reilly, 2016). To be effective the streamlining of these processes should involve a mixture of Ateb's workforce and i2i (employee representation group) whilst also benefiting from process-mapping with key stakeholders on HR practices, employee performance and development reviews to ensure a holistic approach. HR professionals are required to be 'skilled political agents' investing in various tactics to ensure HR practices are attractive before launching policies and procedures involving FLMs in design, pre-testing practices to ensure positive implementation (EV. 29), (Trullen, 2016; Sheen et al, 2014).

Ateb's housing department involved a selection of stakeholder's across Ateb's departments by process-mapping on each of the service areas for the department on: outcome, efficiency and customer experience. This was achieved by asking questions: does it work; can it be improved; who does it; can processes be cut; how it could be done better; what resources need to be in place; and how to manage the change (Armstrong, 2009). Following process-mapping a compliance team has been incorporated into the housing restructure with job growth and opportunities available and key processes within the department shortened, saving valuable time for teams and improving the customer experience. This is in its early infancy, and has been successful therefore, every department should undergo process-mapping especially the HR department. This will need to be a continual cycle and not a one-off task (CIPD, 2018).

Understandably the housing department is the core of Ateb however, I believe the HR department is also core and has been overlooked. Time and investment should have begun with the HR department. The culture of Ateb changed with new corporate objectives without changing the HR practices and policies it would have been advantageous to align these from the start rather than an evolving process. Taylor (2016) reflect HR policies and practices (EV. 6) should be introduced at the same time and should be mutually reinforcing to positively engage employees in

their work maximising commitment and encouraging employees to demonstrate 'discretionary effort'.

The HR department are introducing initiatives that enhance FLMs ability, motivation and opportunity including leadership training to influence and shift their beliefs, attitudes, behaviours and values aligned with Ateb's strategic vision (EV. 2/25) incorporating our DNA of trust, togetherness and empowerment and will continue to do this. The CE is a role model facilitating HR practices asserting pressure and increasing credibility of HR proposals; FLMs were tasked by the CE with spreading Ateb's 'big idea' 'putting the customer first' in a recent workshop, a characteristic shared by most successful organisations (EV. 33). Following this FLMs will embed these values by buying into and demonstrating Ateb's practices and policies encouraging commitment through 'a shared sense of purpose' (Taylor, 2016; Trullen, 2016).

The HR department is utilising ability and motivation enhancing initiatives, for instance at recruitment and selection ensuring employees represent Ateb's DNA by focussing part of the interview process with specific DNA questions and ensuring FLM vacancies are HR-orientated and focussed, ensuring they have the right people management competencies and attitudes paving the way for future collaboration between both parties and the effective implementation of HR practices (EV. 34) (Trullen, 2016).

Ateb is following trends; it is estimated that more than one third of U.S. companies from Adobe, Microsoft to Deloitte are abandoning traditional appraisals with frequent informal check-ins, grooming talent for the future which is critical for an organisation's long-term survival ensuring competitiveness now and years to come (EV. 5). Adobe has commented; dismissals are greatly reduced as struggling employees are being coached and monitored continually (Cappelli and Travis, 2016). Ateb would benefit from regular training of FLMs in coaching, mentoring and interpersonal relationships enhancing FLMs HR abilities increasing motivation to perform such tasks (Trullen, 2016; Rees and Tymon, 2016).

PIPs are still utilised by Adobe, Microsoft and Deloitte in addition to continuous feedback appraisals where employees' need further support or when management intervention cannot resolve problems similar to Ateb's approach (EV.11/21a,b/22/30a,b), (Cappelli and Travis, 2016).

FLMs are beginning to engage with their employees' via conversations through the AF: allowing for year-round conversations instead of a single annual appraisal as a way of communicating expectations and objectives (EV. 5), (Miller, 2015). Employees' are more likely to accept feedback given relating to their performance in this way although this method has not been measured. The AF provides autonomy and control allowing the employee to express opinion's and respond illustrating a 'speak-up culture' which is a two-way communication method. More emphasis could be applied to improving employees' skills, competencies and capabilities in the process and prioritising employee development ascertaining skill gaps which will be beneficial to Ateb and the employee assisting in maintaining and improving job satisfaction and motivation for the employee (Miller, 2015; Towler, 2019).

This approach does need to be measured by FLMs and employees alike for continuous development. Currently measurement is limited however, in the future will include regular reviews with FLMs on how it is working for individuals and their teams and employees' own feelings on the process encouraging: ownership; decision-making regardless of the employees level within Ateb, pulling together to achieve the common goal; whilst encouraging participation; and involvement (CIPD, 2019; Quain, 2018).

Employees have an intrinsic need to know how they are viewed and how Ateb views their performance; the AF could consider: an annual performance evaluation; an external reviewer such as FLM outside of their department, self-evaluation and apply performance-ratings (Towler, 2019).

3.2

Huselid (1995) research has indicated organisations with sophisticated HR practices have lower labour turnover and higher market value and profits illustrating that HRM adds value. Ateb has in place high-performance work systems (HPWS) which are a robust bundle of contemporary practices from rigorous recruitment and selection process, established grievance procedure to high levels of harmonisation aimed at providing greater opportunities, commitment, job satisfaction, involvement and motivation (EV. 6/8/9/10/11/12/23), (Stone et al. 2012; Armstrong, 2009; Taylor, 2016). Taylor (2016) reflected that HR practices and policies deliver superior business performance which motivate employees to positively perform in their roles. The existence of HR practices alone will not result in high-performance, FLMs are key influencer's in their implementation especially as HRM has devolved to FLMs over the years. Ateb's HR department collaboratively works with FLMs assisting and advising when possible and by ability enhancing initiatives such as training and providing tools such as the AF (EV. 5), (Trullen et al. 2016; Taylor, 2016).

FLMs under the CEs direction have recently led on rolling-out Ateb's 'Big Idea', for example Jaguar's 'Big Idea' is 'quality' and Atebs' is 'putting the customer first'. This short training introduced the shared purpose of 'putting the customer first' as our common goal (EV. 33), (Taylor, 2016; Hutchinson, 2013; Purcell et al. 2003; CIPD 2018) and is a great starting point aligning the workforce to Ateb's values, purpose and DNA. Future scope will be understanding what each department goals are, what arrangements are appropriate to achieve the goals, what type of performance culture is necessary, employees' feelings; and will be rolled-out by surveys, focus groups and workshops (Armstrong, 2009).

Taylor (2016) recognises that an organisation must build a high performance work culture maintaining this and strengthening over time. In order to do this Atebs' HR department must take the lead however, achieving genuine high performance working must be a collective effort which sees benefits to employees and the organisation.

Employees are motivated by a mixture of extrinsic and intrinsic motivation. Tangible benefits are currently being offered at Ateb via a consultation (EV. 35) with employees proposing healthier terms and conditions such as thirty-days annual leave plus bank holidays and time off at Christmas, these benefits along with competitive salaries will seek a positive reputation and an 'employer of choice' status compared to its competitors (Taylor, 2016; Hutchinson, 2016). The CE's vision is similar to Netflix's approach ensuring employees are well paid and have generous holiday entitlement albeit Netflix did not set a maximum holiday entitlement instead allowing employees to take what they deem appropriate (McCord, 2014). It is envisaged that employees with these extrinsic motivators will apply 'discretionary effort' going beyond their terms and conditions of employment exemplified by their commitment and engagement (Taylor, 2016).

Psychological benefits such as recognition derived from work will create self-esteem and are known as intrinsically motivating currently these are not linked to rewarding talent by financial reward but instead linked to trust, openness, inclusion, collaborate, ownership, flexible, innovative, empowerment and togetherness - Ateb's DNA where employees are encouraged to take ownership of activities and decision-make or as an agile workplace where FLMs make decisions on home-working on occasions for members of their team (Ev. 25).

Stronger links to recognising talent, rewards and performance are necessary; Ateb is still operating the existing Partnership Incentive Programme (EV. 36) inherited from Pembrokeshire Housing. In my viewpoint the AF (EV. 5) could incorporate individualising performance-related rewards using a system which would be better aligned to Ateb's culture (Marchington et al. 2016).

Holbeche (2005) research emphasised the need to build positive psychological contracts such as honesty in situations for instance not to promise future job security when on fixed term contracts or for a FLM to make promises they cannot deliver. Ateb's FLMs are being given more autonomy of their teams and are encouraged to demonstrate Ateb's values by treating their teams fairly, listening to their views and when able to grant work-life balance.

BIS cited HR practices which support HPW include annual appraisal, formal feedback, reviewing vacancies in respect of an organisation's strategy together with competencies such as assessment tools utilised in recruitment, structured induction training and continuous skills development programmes (Industry Forum, ND).

The Vision document (EV.1) allows candidates to view the characteristics and attributes appropriate for their role and the leadership required providing an element of self-selection. Further scope in developing self-selection tools and testing competencies could be considered to ensure 'best fit' with Ateb.

Ateb has replaced its annual appraisal with the AF a series of smaller consecutive conversations centred on smaller near-term SMART goals (Hearn, 2017). In its current state the AF is being used to set objectives whilst also being a great motivator applying Locke's goal-theory encouraging self-management thus the employee's level of performance is obtained by specific time constraints determining their behaviour. A weakness in this method is that too many goals can create ambiguity as one goal may be sacrificed for another (Hutchinson, 2013) therefore future evaluation must be sought to ensure its effectiveness.

Ateb will need to consider FLMs subjective observations which could see the introduction of feedback sourced from a variety of people within the AF together with science-based methods such as data generated apps and tools (Schrage et al. 2019).

A better training and development programme should be investigated as currently there is no opportunity for personal growth, any training and development soured has been aligned to current job role and responsibilities (EV.4). CIPD (2014) Employee Outlook Focus cited 8 out of 10 FLMs believe they discuss training and

development with employees compared to 36% of employees actually citing they have these conversations.

Ateb has a structured induction checklist and processes however, these could be incorporated in the AF to ensure new employees and FLMs are setting targets which can be measured. Presently an induction plan (EV. 24) of one to two weeks is used to ensure new recruits are not left to fend for themselves and understand their roles and responsibilities. By introducing the AF as part of the induction the new recruit is introduced to continuous feedback, target setting and objectives for their role.

Ateb is working hard to engage and empower their employees by higher levels of trust and communication the CE is encouraging a flatter hierarchical structure where employees work in teams for greater autonomy on a range of tasks collaboratively working to lead on issues such as charity and social events to Ateb's working environment looking at location and design of Ateb in the future. Holbeche (2015) advocates creativity and innovation across an organisation where employees' ideas are welcomed on a range of activities. This breaks downs barriers and silos across the organisation and enables a mix of knowledge. The CE in my viewpoint is illustrating leadership (EV. 37) from the top throughout Ateb to create momentum (Trullen et al. 2016; Tamkin, 2004). Carton (2017) referred to leaders creating a blueprint which maps employees' everyday tasks to an organisation's ultimate aspirations therefore architects motivating employees.

3.3

Main areas to improve are:-

- To comprehensively review the AF and Service Hubs by investing in performance management software or a bespoke online software. FLMs do not like heavily prescribed form filling as this creates an administrative burden and is time-consuming, currently the AF and the Service Hub is utilised through Excel which is cumbersome and not user-friendly (EV.5/3) (Hutchinson, 2013).

- To evaluate the Service Hubs. The Service Hubs are utilised to measure performance for each department aligned with Ateb's corporate strategic goals (EV. 3).

- To restore the balance, the AF could focus more on career development, employee wellbeing, employee participation and involvement opportunities. Currently the AF could reduce morale, motivation and increase job insecurity putting the employee under undue stress, as the process is heavily focussed on goal-setting and outcomes which serves Ateb's interest (EV. 5) (Hutchinson, 2013).

- To review peer evaluation presently a SPOT can be awarded to another employee for a job well done within the AF but to ensure a bigger picture of an employees' strengths, weaknesses, skills and capabilities, peer evaluation could provide a clearer picture on an employees' abilities assisting Ateb to make decisions based on valuable data for succession planning or building teams (EV. 5).

- To survey whether there is need for self-evaluation; adding this will provide employee voice enabling employees' to take an active role in the process rather than the receiver of feedback. It is acknowledged it fosters better communication; presently goals are set, timeframes specified and FLM writes a note of the conversation within the AF however, it could be advantageous for the employee themselves to complete a section separately (EV. 5).

- To investigate setting goals for FLMs to complete the AF for each employee, evaluating whether they meet their goals will enhance motivation (EV. 5), (Impraise, ND).

- To investigate whether FLMs could assess their teams based on a few statements that describes what the employee actions rather than what the FLM thinks to avoid bias within the AF (EV. 5), (Impraise, ND).

- To investigate the design for self-appraisals and 360-degree feedback giving the employee greater ownership and control. Netflix 360-degree reviews

focus on what colleagues should stop, start or continue which is reviewed on a regular basis and honesty is key. Netflix believe employees can handle anything as long as they are told the truth. (Hutchinson, 2013; McCord, 2014).

- To re-evaluate the skill set of the workforce and where Ateb has changed, technology has moved on and the skill set is no longer viable in a role to have a frank and honest conversation with the employee (McCord, 2014).

- To collaboratively work with employees through participation and involvement groups on the AF and other initiatives gauging ideas on flexibility, motivation and job satisfaction. This enhances co-operation and will improve trust strengthening the psychological contract and accountability (Hutchinson, 2013).

- To clarify and simplify the allocation of the reward process. Ateb will need to make clear the aim of performance management and how this is linked to reward. Ideally this should be separate from the AF (EV. 5/36), (Hutchinson, 2013).

- To regularly reinforce Ateb's vision and strategic goals communicating via workshops and team events outlining goals and objectives of the team on a continuous cycle (EV. 33), (Reilly, 2016).

- To introduce e-HRM to improve efficiency of HR practices, reduce costs, improves communication and the speed at which employees can be involved (Hutchinson, 2013).

- The AF has a wellbeing barometer for each team which currently the FLM can see with no link to the HR department. It would be advantageous to introduce technology to link data across the whole of Ateb enabling a snap shot of workforce as a whole at any given time which could be reported on (Hutchinson, 2013).

- To introduce an e-learning and development passport for each employee with statutory, mandatory and development training (Hutchinson, 2013).

- To introduce self-selection methods for employees especially FLMs ensuring they demonstrate the same values aligned to Ateb's vision and DNA from the beginning. Recruitment and selection is robust and the processes embedded however, with the implementation of systematic and online testing it could save costs and efficiency of managing people who do not best 'fit' Ateb or would be unsuccessful (Rees and Tymon, 2016).

- To involve all FLMs in process-mapping of the HR department and its practices; aiming to reduce steps and paperwork saving time and creating flexibility and creating buy-in as FLMs influence how HR practices are

implemented (EV. 29), (Trullen et al. 2016).

- To invest in coaching and training of FLMs to enable them to coach their staff. Three quarters of FLMs say they coach their employees while less than a third of employees agree with this statement CIPD (2014).

- To introduce engagement surveys to gauge positivity of performance reviews and performance management at Ateb (Impraise, ND).

Ev. 1

Vision

of what good looks like for ateb

ateb *better living solutions*

Our purpose:

The ateb group (where ateb means answer or solution in Welsh) is a unique set of companies that collectively has the shared purpose of...

Creating better living solutions...

For the **people** and **communities** of West Wales.

We believe that having the right culture is important to our performance and success.

We aspire to a culture or DNA that has:

> An inspiring vision and strategy

> Positive inclusion and participation

> Enthusiastic teams and collaborative working

> Support and autonomy for staff to innovate

Our DNA will help us to deliver a **great service to our customers**, utilise our resources efficiently, develop ourselves and others, collaborate with partners and have fun making a difference.

#InYouWeTrust
#AccessAllAreas
#GetThingsDone

All our people will need to demonstrate the following personal characteristics and attributes appropriate to their role and their leadership group:

Technical Competency We will make sure we have the right skills and expertise	**Decision Making** We need people throughout our organisation to make the right decisions at the right time	**People Management** We must always get the best from our people	**Team Working** So much more can be achieved through good team work	**Financial Control** To help as many people as we can we must be financially aware and astute	**Communication** Is the glue that will keep our organisation together
Organisational Skills Agility and flexibility can only be achieved through well organised and connected systems	**Innovation** To make our resources go further, we need to be thinking... What If?	**Customer Service** Is at the heart of what we do, we are a customer service focused organisation	**Project/Process Management** Improvement can only be embedded where there is effective project management	**Enthusiasm** We are here to make a difference, not to make up the numbers	**Technology Competency** In our fast moving digital world we must be technologically adept

What our customers should expect ...

Our Shared Commitment ...

Above all, we will continually strive to deliver...

the right **outcomes**, **efficiently** with **great customer experience**...

for the people and communities of West Wales.

ateb *better living solutions*

The ateb group has established the 3 strategic aims that will help us to create better living solutions for more people and communities across West Wales:



The group has defined each strategic aim as follows:

Aim 1:
Improve Corporate Strength

Purpose	We must ensure we have the right ambitious purpose
Governance	We must have the right skills, competencies and systems to govern effectively
Culture	We must have the right DNA and working arrangements running throughout the Association
Resources	We must have the right finances, people, partnerships and infrastructure

Aim 2:
Improve Service Delivery

Customers	We must always deliver the right outcomes, efficiently with great customer experience
Property	We should always maximise our property assets and property investment
People	We must attract and retain the right skills, experience and enthusiasm
Systems	We need to have the right process and infrastructure to be high performing

Aim 3:
New Business Growth

Service Growth	We should identify how we can grow our existing services
Market Growth	We should explore whether we can add value to our purpose by branching into complementary market sectors
Diversification	We should evaluate whether there is merit in diversification that adds value to our purpose
Collaboration, Merger & Acquisition	We should explore all opportunities that add value to our purpose through working with others

Summary

This vision establishes the core framework that we believe will deliver the right outcomes, efficiently with great customer experience in a trusting, inclusive, get things done environment ... this is what good looks like for ateb

ateb *better living solutions*

EV. 2

3 Year Strategic Plan

18/19 to 20/21



ateb *better living solutions*

4/ Background

5/ Facts

8/ Achievements

10/ Strategic Aims

12/ Challenges

14/ Strategic Priorities

19/ Financial

23/ Risks

25/ Summary

ateb group provides services across West Wales:

ateb

KEY CUSTOMER SERVICES:

- Social rented homes
- Affordable/intermediate rented homes
- Shared ownership homes
- Benefit and financial planning advice
- Tenancy support services
- Employment and training opportunities
- Tenancy and community engagement

millbay
Welcome Home

KEY CUSTOMER SERVICES:

- New homes for sale (recycled profits to create more social and affordable homes)

West Wales Care and Repair
Gofal a Thrwsio Gorllewin Cymru

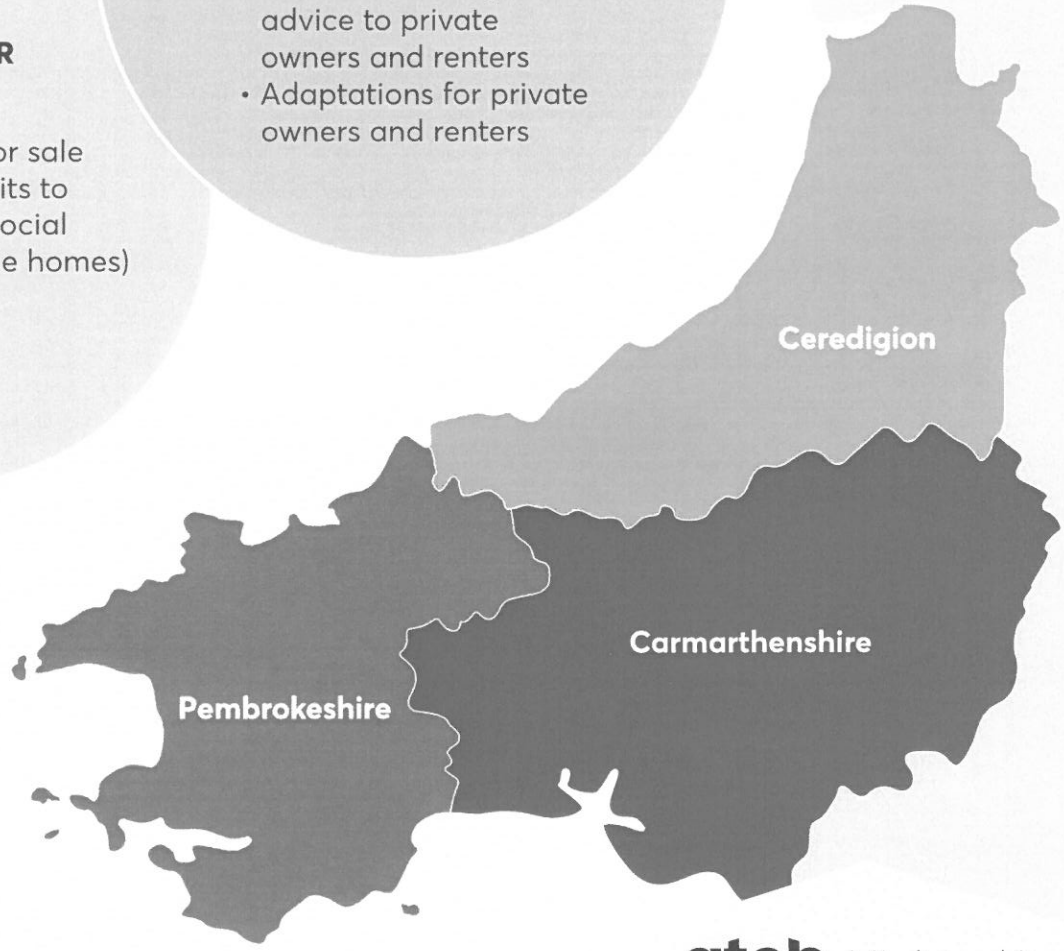
KEY CUSTOMER SERVICES:

- Benefit and adaptations advice to private owners and renters
- Adaptations for private owners and renters

EBS

KEY CUSTOMER SERVICES:

- Under development



ateb *better living solutions*

Achievements

Over the last 3 years we have:

- Built **325** new social rented homes.
- Let over **1,200** homes.
- Rebranded the group to ateb.
- Held community events attended by **1,117** people.
- Responded to **9,000** maintenance requests.
- Maintained our financial covenants and borrowed **£18m** more funding for future development.
- Completed our repairs in an average of **5** days.
- Given advice and support to circa **1,000's** of people.
- Had an average rent arrears of **less than ½%** which is a very low percentage.
- Achieved an average group operating margin of **28%**.
- Raised circa **£3m** from Mill Bay Homes to help build more affordable homes.
- **1,456** minor works adaptation referrals raised by Caseworkers (WWCR).
- Completed our **150th** home for sale through Mill Bay Homes.
- New finance from BAE Systems of **£20m**.
- Introduced a Barclays Revolving Credit Facility of **£20m**.
- **2,757** casework/ technical home visit assessments (WWCR).
- **3,088** prevention of admission to hospital adaptations completed (WWCR).
- **924** Hospital Discharge adaptations completed (WWCR).
- **896** minor adaptations completed (WWCR).

Strategic Aims

We have established 3 strategic aims and a range of questions our Board will use to make sure we are setting the right priorities.



Aim 1:
Increase Corporate Strength

Purpose	We must ensure we have the right ambitious purpose.
Governance	We must have the right skills, competencies and systems to govern effectively.
Culture	We must have the right DNA and working arrangements running throughout the Association.
Resources	We must have the right finances, people, partnerships and infrastructure.

Aim 2:
Improve Service Delivery

Customers	We must always deliver the right outcomes, efficiently with great customer experience.
Property	We should always maximise our property assets and property investment.
People	We must attract and retain the right skills, experience and enthusiasm.
Systems	We need to have the right process and infrastructure to be high performing.

Aim 3:
New Business Growth

Service Growth	We should identify how we can grow our existing services.
Market Growth	We should explore whether we can add value to our purpose by branching into complementary market sectors.
Diversification	We should evaluate whether there is merit in diversification that adds value to our purpose.
Collaboration, Merger & Acquisition	We should explore all opportunities that add value to our purpose through working with others.

Challenges

We have established the following issues that may impact our strategic aims:

Universal Credit, supporting people funding and Brexit.

Housing Horizons challenges of doubling output over the next 20 years; aligning housing with health and making a good home a right for all.

- Brexit – uncertainty in the financial and housing markets generally making our operating environment very changeable.
- New WG regulation – such as the new performance framework and the Sector Risk and Regulatory Expectations paper.
- Changing colleague expectations of work/life balance.
- Communication demands increasing with modern technology developments.
- Costs increasing faster than income, we need to protect our operating efficiency.
- Insufficient measures, data or insight to understand our full operational performance.
- Building homes is becoming more difficult due to more competition for land and SHG and changing housing needs.
- The need to embrace modern methods of construction whilst reducing costs.
- An over reliance on a small contractor pool.
- Changes to operating environment due to mergers and new forms of housing providers.
- Adoption of emerging cloud based technologies for our operations.
- Changing customer expectations of service and homes.
- Uncertain funding streams (e.g. WWCR).
- Regulation changes – H&S and GDPR.

AIM 1: Increase Corporate Strength

SP1/ These are the priorities that will increase our corporate strength over the next 3 years:

Governance We must have the right skills, competencies and systems to govern effectively.	**A/ Rest Assured**	We will create and embed an Assurance Framework across our systems that allows ateb to confidently test whether the aspirations and obligations of The Manual are being met with a particular emphasis on our collective Health and Safety responsibilities.
	B/ Agile Group Structure	The group has 4 companies, we want to make sure they are all on the right legal status, have up to date rules and offer us the ability to fully utilise our group structure to its maximum potential.
	C/ Governance Improvement Plan	Our Board must have the right resources, skills and competencies. We must establish a form of reporting and challenge that recognises the role of the Board and its relationship to our customers and delivery teams.
Culture We must have the right DNA and working arrangements running throughout the Association.	**D/ Involve**	We need to establish our ateb culture or DNA and collectively make that culture real. We need to develop communication channels and learning loops to make sure everyone feels part of the whole.
Purpose We must ensure we have the right ambitious purpose.	**E/ Aspirational Purpose**	ateb needs to set, understand and challenge itself to achieve more for the people and communities of West Wales. We need to be inspired!
Resources We must have the right finances, people, partnerships and infrastructure.	**F/ Maximise Return**	ateb has had an excellent performance record, we need to continue to maximise our operating margin and return on investment. We aim to have an operating margin of at least 35% for the social housing business and greater than 28% for the group as a whole, over the next 3 years. We will look to develop a standardised approach to monitoring return on investment.

SA/12 - Recruitment

Attract and retain the right talent

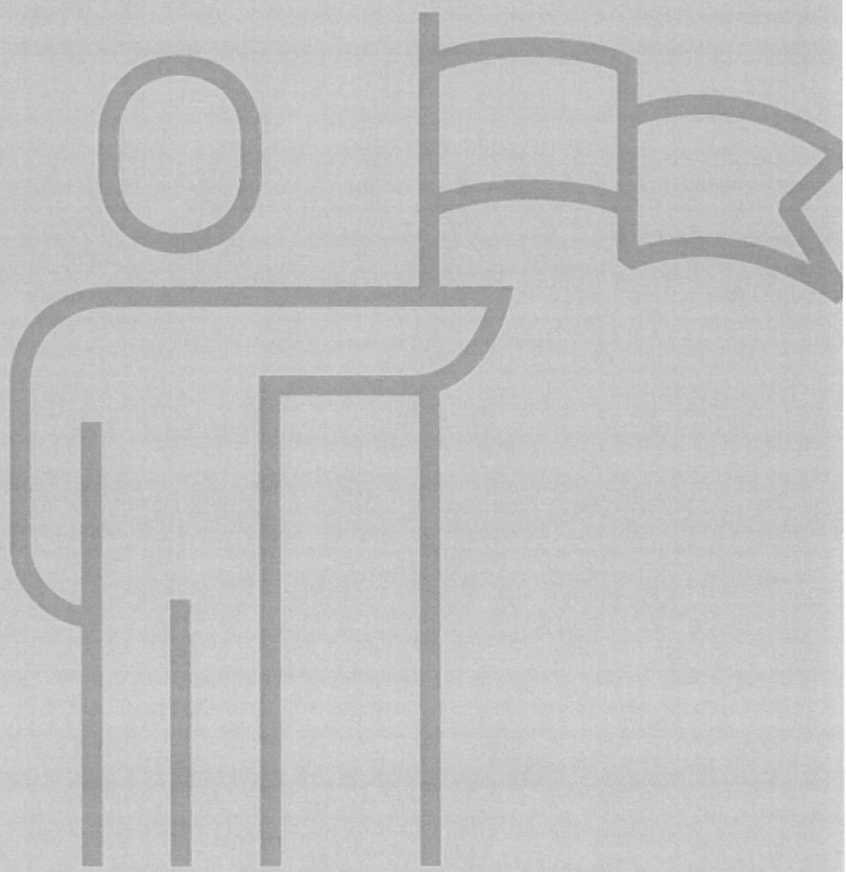
This is an example of a working service hub. The highlighted text "Attract and retain the right talent" is the overall objective for the service hub which aligns with the corporate aims. Every service hub has its individual objective. These objectives are linked to role profile duties therefore, individuals and teams alike are contributing to organisational objectives.

Reference No	Role Approved date	Advertised Date	Closing Date	Interview Date	Derived Month	Start Date	Vacancy Name	Vacancy Type
HS/26/03/18		26/03/2018	09/04/2018	16/04/2018	Apr-18	09/05/2018	Interim Group Housing Director	Maternity cover
SH27/03/18		27/03/2018	13/04/2018	24/04/2018	Apr-18	29/05/2018	Scheme & Community Co-ordinator	Permanent
M/23/05/18		23/05/2018	08/06/2018	15/06/2018	Jun-18	01/08/2018	Facilities Assistant	Permanent
MM/04/06/18		04/06/2018	15/06/2018	25/06/2018	Jun-18	01/08/2018	Cleaner	Permanent
CS/15/06/18		15/06/2018	02/07/2018	09/07/2018	Jul-18	N/A	Company Solicitor	Permanent
MBH/28/06/18		28/06/2018	12/07/2018	31/07/2018	Jul-18	05/09/2018	Site Inspector & Construction Advisor	Temporary
Hays/07/18		18/07/2018	17/08/2018	20/08/2018	Aug-18	05/11/2018	In-House Solicitor	Permanent
Int/08/18		30/08/2018	10/09/2018	20/10/2018	Oct-18	21/10/2018	Area Officer Internally advertised	Permanent
SH/16/10/2018	19/09/2018	16/10/2018	31/10/2018	09/11/2018	Nov-18	04/01/2019	Money Solutions Officer (FTC 18 months)	Temporary
H/30/10/18	22/10/2018	30/10/2018	13/11/2018	20/11/2018	Nov-18	03/12/2018	Customer Services Advisor	Temporary
INT/11/18		29/11/2018	29/11/2018	02/12/2018	Dec-18	02/01/2019	Sales and Customer Service Coordinator	Temporary
INT/02/19		21/02/2019	08/03/2019	13/03/2019	Mar-19	28/05/2019	Senior Scheme Manager (in house)	Maternity cover
SH/05/03/19		05/03/2019	20/03/2019	28/03/2019	Mar-19	24/04/2019	Digital Support Assistant	Temporary
HS/02/04/19		02/04/2019	24/04/2019	07/05/2019	May-19		Customer Services Advisor	Permanent
F02/04/2019		02/04/2019	23/04/2019	03/05/2019	May-19	01/07/2019	Finance Assistant	Permanent
SH05/04/2019		05/04/2019	29/04/2019	08/05/2019	May-19	03/06/2019	Extra Care Scheme Manager	Maternity cover
WWCR09/04/2019		09/04/2019	07/05/2019	15/05/2019	May-19	15/07/2019	Caseworker	Permanent
PC17/05/19	01/05/2019	17/05/2019	31/05/2019	14/06/2019	Jun-19	29/07/2019	Communications Assistant	Permanent
H28/05/19	16/05/2019	28/05/2019	10/06/2019	20/06/2019	Jun-19		Estates Coordinator	Permanent
Int/20/5/19	20/05/2019	20/05/2019	28/05/2019	06/06/2019	Jun-19		Cleaner	Permanent
SP/20/05/19	20/05/2019	20/05/2019	31/05/2019	13/06/2019	Jun-19	05/08/2019	Scheme & Community Co-ordinator	Permanent
	18/06/2019	24/06/2019	05/07/2019	18/07/2019	Jul-19		Customer Services Manager	Temporary
	12/06/2019	03/07/2019	15/07/2019	07/08/2019	Aug-19		Maintenance Apprentices	Temporary
					Jan-00			
					Jan-00			
					Jan-00			
					Jan-00			

CD/05 | Role Profile EV.4

People Advisor

Emp. ref	>>>
Role profile	06/13
Joining date	>>>
Last updated	11/4/2019



ateb better living solutions

1/ Post

Role Details	
Name	<<<
Title	People Advisor
Employer	ateb Group Ltd
Level	Delivery Lead
Report to	People & Communications Manager
Team	People & Communications

Line Responsibility	Group responsibility
None	ateb
	MBH
	WWC&R
	EBS

2/ Groups

Group	Role
Corporate Development Group	Support Role
Service Delivery group	Support Role
i2i	Support Role
e2i	Support Role
SHE	Support Role

Related Documents
Vision
#1 Expect
#2 DNA
#3 Plan
#4 Deliver
#5 Assure

3/ Service Areas

The primary focus will be on the delivery of the following tasks and responsibilities [see Service Delivery Handbook for service area definition]

Ref	Service Outcome	Role
SA/12	Recruitment *Attract and retain the right talent*	• Oversee the Group's recruitment activity through administration and participation in recruitment, selection and induction activities, ensuring compliance with legal and organisational procedures. • Liaise with managers to ensure a thorough induction of new members of the team/internal transfers is undertaken, ensuring the induction process is fit for purpose.
SA/13	Learn & Development *Equipping our people to deliver a better service*	• Liaise with managers to develop the annual L&D plan ensuring all statutory and mandatory requirements are incorporated. • Implement the annual L&D plan; - sourcing, booking and evaluating L&D activities, ensuring statutory and mandatory requirements are met. • Ensure all L&D activities are paid for in line with the Group's financial procedures, monitoring spend against the L&D budget. • Source and book accommodation for colleagues/training providers as required. •

SA/14	Wellbeing *Ensure our people are mentally, physically and emotionally healthy to enable them to realise their potential*	• Oversee and facilitate the wellbeing initiative programme, providing support to managers and colleagues. • Provide support to managers in relation to sickness absence management, referring to external agencies as and when required e.g. counselling services. • Responsible for the preparation and analysis of absence management and wellbeing referral data •
SA/15	People Management *Highly motivated and innovative team culture*	• Provide advice, guidance and support to line managers with the people management of their teams ensuring that we are compliant with all relevant legislation and our strategic and operating frameworks. • Provide advice and guidance to the teams on a range of issues including policies, procedures, role profiles, and Achieve. • Assist the People & Communications Manager in ensuring that all people management administration is undertaken in an accurate and timely manner, ensuring compliance with legislation and Group policies and procedures..
SA/20	PR/Marketing & Communications *The right messages to the right audiences at the right time*	• Liaise with the Communications Assistant to ensure that all people management/recruitment/ateb brand messages are communicated in an effective and timely manner using a range of internal/external platforms e.g. Yammer/LinkedIn/Facebook
Generally	1/ Support all other service areas to achieve their outcomes where they require my input 2/ Continually review my service area outcomes to ensure they achieve the right outcomes, efficiently with great customer experience. 3/ Consistently demonstrates values of equality and diversity 4/ Take responsibility for my own personal development 5/ To undertake any other duties as required which are compatible with the requirements of the post	

4/ Corporate Responsibilities

We all have a responsibility towards these "corporate" service areas

Ref	Service Outcome	Role
SA/17	Strategy *Clarity on how we will maximise our purpose*	Help develop and deliver the right strategic priorities to achieve our strategic aims
SA/19	H&S *We meet our legislative and regulatory H&S requirements*	Take personal responsibility to ensure that I and my team abide by the relevant legislation, the organisation's H&S systems and common sense so that I, the public, my colleagues, customers and partners are safe and secure at all times
SA/20	PR/Marketing & Communications *Positive growth of our brand. The right messages to the right audience at the right time*	Make sure that communication with and from my team is effective and supportive to all. Promote our work with various audiences that support our Purpose, DNA and our strategic aims.

SA/22	Performance management *We know where we need to improve, where we are not compliant and where we are at risk*	Always seek to understand whether we are achieving our required outcomes, efficiently and with great customer experience and plan and deliver improvement and growth where identified through managed change programmes
SA/23	Procure / Supplier Management *To ensure we compliantly deliver Value for Money services*	Make sure my team abides by the procurement rules and systems established by ateb. Make sure that any procurement required achieves the right outcomes
SA/24	Data analysis / Management *Information is available at the right time and in the right format to deliver and improve services*	Coordinate the right data, with the right analysis to make sure that my service area outcomes and improvement actions are maximised. Use data to show the outcomes of strategic and operational change management

5/ Personal characteristics and attributes I will need to demonstrate

In addition to the attributes detailed or implied in my role profile, I will need to have/develop the following qualifications, skills, characteristics and/or experiences to fulfil my role:

Leadership Style	Characteristics and attributes
Technical Competency	Have a good level of competency in Human Resources with a knowledge of employment legislation. Likely to have experience of working within Human Resources with direct or easily transferable skills and expertise relevant to advice and guidance, and potentially have qualifications to support the key service areas. CIPD would be great. Must be able to demonstrate a reasonable level of literacy and numeracy, for us this usually means achieving success at GCSE/Key Skills or equivalent qualifications but we are happy to discuss this with you.
Decision making	Will be confident to make the right decisions to ensure the best service outcomes. Making decisions involving checks and comparisons, using personal/professional judgment and knowing when to seek advice.
People management	Willing to learn from others and share own experience and knowledge. Let team members know what is expected of them
Team working	Need to create the right environment for teamwork to thrive both internally and externally. Be able to lead and participate in teams effectively
Financial control	May have responsibility for purchasing, cash or stock and should be able to review and report on budgets as and when required.
Organisational skills	Will be able to effectively set own work plan and prioritise key tasks.
Innovation	Must show a desire to improve and challenge what we do to constantly improve our service outcomes, efficiency and customer experience. Identifies, plans and implements improvements within the team which support service delivery.
Customer service	Always aim to provide a great customer experience both internally and externally. I need to be able to demonstrate the importance of customer service to my team and colleagues by putting the customer first.
Project / process management	Project manage improvements within my and others service areas to ensure the desired outcomes are achieved. Takes responsibility for achieving individual objectives and contributing to team and group projects.

Personal Achievement Log - Human Resources

Kate

Team: HR
Role Profile: HR Advisor
Role Title:
Line Manager: Victoria Evans
Directorate: Corporate

Service Areas:
SA/012 - Recruitment
SA/013 - People Management
SA/014 - Learning & Development
SA/015 - Wellbeing

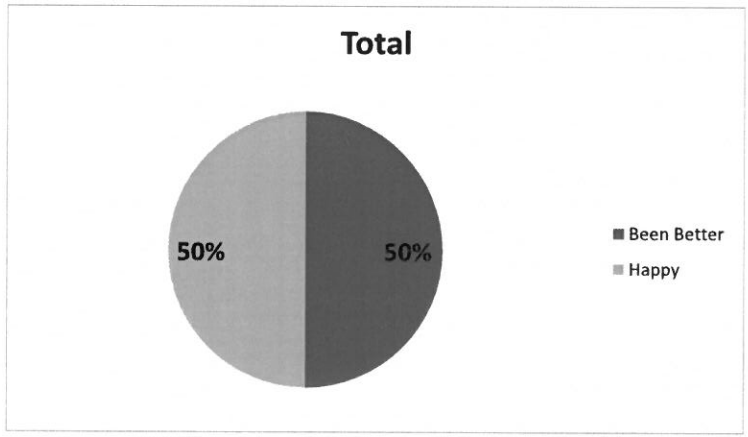
Log ref	Log type	Date required or Date acheived	SDP or DNA	Completion status	Description	Managers Comments
Kate						
10	Support	01/01/2020	SDP	Pending	CIPD required to enhance skills and support service delivery	CIPD fully funded course starting 19/9/18, struggling at the moment, no support identified at the moment
20	Action	30/06/2019	SDP	Pending	Increase confidence with IT systems in relation to vacancies, LinkedIn, mailmerge etc	There will be a run of vacancies shortly so opportunities to practice on this, together with mailmerge for payroll award memos
22	Repeat	31/05/2019	SDP	Pending	SA/12/IA13 Development of Health & Wellbeing Induction booklet to include H&S and i-act tools	To link in with review of induction' JT to do other section
28	Action	30/06/2019	SDP	Pending	Review A/F received to date and suggest improvements for A/F moving forward	Process mapping session needs to be set up to help with this - see action below
29	Action	31/05/2019	SDP	Pending	Sickness Cases - review over period of Jan - Mar 2019 and identified individuals to be seen with suggested actions	Will arrange a process mapping on sickness review process to try and improve process
30	Action	31/05/2019	SDP	Pending	Develop suggestions as to how L&D can be split across both HRA posts and how departments can also be split	Splitting departments will allow you to build better relationships,get more involved with teams which will help you to provide support and advice
31	Action	31/05/2019	SDP	Pending	Restablish LinkedIn calenda, Kate/Jo to choose the months in which they will take responsibilitie for publishing news - minimum of one artcile per month	Use Ceri's Manager profiles as a starter or to link in with recruitment
32	Action	22/05/2019	SDP	Pending	Review workload, prioritise, identify work to be done at home/quiet room and book in diary.	Will book in time to discuss w/c 20/5. Need to agree time @ home/quiet room to fit in with team. Long term loan of lap top agreed with ICT.
33	Action	10/06/2019	SDP	Pending	Service Hub to be updated on an ongoing basis, including all surveys.	

34	SPOT	April	DNA	Achieved	Great team work on the recruitment event, both within the HR team and in the wider team	
35	Action	30/06/2019	SDP	Pending	Review and update P&P list you have been given: do we still need it? If so, ateb it and reduce where possible	
36	Action	30/06/2019	SDP	Pending	Set up process mapping on recruitment: to also look at shortlisting	Probably needs to be done when this current recruitment finishes
37	Action	01/08/2019	SDP	Pending	Review guidance on how to apply/A/F and CV once process mapping is complete	
38						
39						

Personal Achievement Log - Human Resources

Kate

Barometer Measure	Amount of responses
Been Better	2
Happy	2
Grand Total	4



Last Meeting	02/05/2019
Barometer	0

Ref	i2i Date	Barometer	
1	21/08/2018	Happy	
2	13/09/2018	Happy	
3	16/10/2018	Been Better	Just generally feeling like this, nothing to really support her, just feeling that way at the moment
4	13/03/2019	Been Better	Lots of changes, frustrations surrounding this and the inconsistencies amongst managers
5	02/05/2019		
6			

HR Policies and Procedures List

Title	Policy or Procedure	Current Version and Date	Review Date
Alcohol and Drugs	Procedure	V2, Dec 2013	12/15
Annual Leave and Additional Leave	Procedure	V5, May 2015	05/17
Absence Management	Procedure	V6, May 2015	02/17
Appraisal	Procedure	V2, Dec 2013	12/15
Capability	Procedure	V3, Dec 2013	12/15
Cash and Money Handling	Procedure	V3, May 2014	5/16
Computer Usage	Procedure	V3, Dec 2013	12/15
CRB	Procedure	V3, July 2013	07/14
Data Protection (Employment)	Procedure	V4, May 2015	05/17
Disciplinary	Procedure	V3, Dec 2013	12/15
Equal Opportunities and Diversity	Policy	V2 Oct 2014	10/16
Family Leave	Procedure	V1, May 2015	5/17
Flexible Working (Flex Time) Scheme and TOIL	Procedure	V2, Dec 2013	06/15
Flexible Working	Procedure	V3, May 2014	5/16
Fixed Term and Temporary Workers	Procedure	V2, Dec 2013	12/15
Gifts and Hospitality	Procedure	V3, Dec 2013	12/15
Grievance	Procedure	V3, Nov 2013	12/15
Learning and Development	Procedure	V3, Feb 2015	12/17
Long Service Award	Procedure	V3,May 2014	05/16
Mobile Phone Usage	Procedure	V3, Dec 2013	12/15
Overpayments	Procedure	V2, Nov 2013	12/15
Performance Incentive Partnership Scheme	Procedure	V4, Sep 2013	2015
Positive Work Environment	Procedure	V3, Dec 2013	12/15
Probationary Periods	Procedure	V3, May 2014	5/16
Recruitment and Selection	Procedure	V4, Dec 2013	12/15
Relocation	Procedure	V3, Nov 2013	12/15
Raising Concerns at Work	Procedure	V3, July 2013	07/15
Redundancy - Avoidance and Handling of	Procedure	V3, Dec 2013	12/15
Severe Weather	Procedure	V3, Nov 2013	12/15
Smoke Free Environment	Procedure	V4, May 2014	5/16
Stress Management	Procedure	V3, Dec 2013	12/15
Vehicle Users	Procedure	V3, Nov 2013	12/15
Working Time (incorporate on-call and standby)	Procedure	V3, Dec 2013	12/15

Updated May 2015

I acknowledge receipt of the above list of the HR Policies and Procedures. In signing this I understand that I am responsible for ensuring knowledge of and compliance with those relevant to my duties.

Print Name: **Signature:**

Date:

Please return to HR

PEMBROKESHIRE HOUSING ASSOCIATION LIMITED

HOUSING POLICIES LIST

Policy title	Published on the Intranet under the following Resources Tab
A	
Abandoned properties	Housing
Access to Housing	Housing
Affordable Warmth Strategy	Housing
Anti-Bribery	Finance
Anti-Social Behaviour	Housing
Approval and Financial Monitoring of Development Schemes	Finance
B	
Continuous Improvement	Housing
C	
Child Protection (Renamed Protection of Children & Vulnerable Adults)	Housing
Construction Services Tender Lists: Pre-Qualification of Conractors & Consultants and Constructionline	Property Services
Customer Care	Housing
Customer Feedback, Rewards and Compensation	Housing
D	
Development Strategy	Property Services
E	
Equal Opportunities & Diversity	Management
Equality & Diversity Strategy	Management
F	
Former Tenant Arrears	Housing
Fraud	Finance
G	
Gaining Access to Property	Maintenance
H/I	
Health and Safety	Management
Housing Allocation Targets	Housing
Information Policy	Housing
J/K/L	
Learning & Development Policy	Management
Lodgers/Sub Tenants	Housing
Low Cost Home Ownership	Housing
M	
Managing Asbestos	Property Services
Membership of the Association	Management
Mutual Exchange and Assignment	Housing
N/O	
Overcrowding	Housing
P/Q	
Policy on Pets	Housing
Procurement-Construction,Work,Capital Development, Maintenance & Repairs	Property Services
Property Disposals and Voluntary Sales	Management
Property Management Strategy	Property Services
Providing and adapting homes for people with disabilities	Housing
R	
Racist Harassment	Housing
Rechargeable Repairs	Maintenance
Redecoration	Maintenance
Rent Arrears	Housing
Rent Setting	Housing

Alcohol, Drugs and Substance Misuse Procedure

Introduction

1/ This procedure will apply to ateb Group, West Wales Care & Repair and Mill Bay Homes Limited ("the Group").

2/ This procedure sets out the approach the Group will normally take when the consumption of drugs and/or alcohol affects the performance of employees. However each case will be considered on its own merits.

3/ The Group is committed to promoting the health and well-being of its employees and will ensure any employee with alcohol or substance dependency problems has the opportunity to obtain support and is treated sensitively where reasonably practicable. However the health, safety and welfare of employees must not be jeopardised through misuse of alcohol or substances at work.

4/ The Group will ensure the confidentiality of occupational health records at all times.

5/ All employees whilst at work must be free from the influence of drugs or alcohol. This will help to ensure the health of safety of all employees and others with whom they come into contact.

6/ Alcohol, drugs and substance misuse, for the purpose of this procedure, is defined as the intermittent or continual use of alcohol, any drug or other substance which causes detriment to the individual's health, social functioning, or work performance, and which may affect efficiency, productivity, safety, attendance, time keeping or conduct in the workplace. This includes all substances covered by the Psychoactive Substances Act 2016.

Legal Responsibilities

7/ The Group has a duty to ensure the health, safety and welfare of employees as far as is reasonably practicable.

8/ The Misuse of Drugs Act 1971 makes production, supply and possession of controlled drugs unlawful except in specified circumstances (for example, when they have been prescribed for that person by a doctor). It also makes it an offence for the Group to knowingly allow the production, supply or consumption of controlled substances in the workplace.

9/ The Road Traffic Act 1988 states that any person who, when driving or attempting to drive a motor vehicle on a road or other public place, is unfit to drive through drink or drugs shall be guilty of an offence. An offence is also committed if a person unfit through drink or drugs is in charge of a motor vehicle in the same circumstances.

10/ The Psychoactive Substances Act 2016 will prohibit the production, distribution, sale and supply of psychoactive substances; that is any substance intended for human consumption that is capable of producing a psychoactive effect.

Aims & Objectives

11/ The Group recognises that alcohol and substance misuse has a detrimental effect on the health of individuals and can put the safety of others at risk. The Group aims to minimise these risks through:

- Enabling employees to communicate their issues without fear of

discrimination
- Ensuring relevant information on alcohol and substance misuse is

provided (Appendix 1)
- Providing training for all managers in good management practices
- Recognising signs of alcohol and substance dependency and taking

appropriate action (Appendix 2)
- Assisting employees in the management of their dependency including

provision of appropriate support and confidential referral services, and
providing adjustment to facilitate recovery as far as is reasonably practical

Roles and Responsibilities

12/ To ensure that the Group's management of alcohol, drugs and substance misuse is effective, the organisational arrangements and responsibilities of individuals are set out below

13/ Responsibilities of the Group

- The Group has overall responsibility for the Alcohol, Drugs and Substance Misuse Procedure
- The Group will ensure all policies and procedures are up-to-date and

compliant with current legislation

14/ Role of Human Resources

- Ensure the Alcohol, Drugs and Substance Misuse Procedure is implemented across the Group.
- Provide appropriate support and guidance to managers and employees

Grievance Procedure

Introduction

1/ This procedure will apply to ateb, West Wales Care & Repair and Mill Bay Homes Ltd (the "Group"). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.

2/ It is the purpose of this procedure to ensure a consistent, legal and equitable management of grievances in the Group, to enable employees to air any concerns that they may have about practices, policies or treatment from other individuals at work or from the Group itself.

3/ This procedure is non-contractual

Informal Stages

4/ The grievance procedure is not a substitute for good day-to-day communication. If an employee has a grievance about their employment they should discuss it with their Line Manager who should wherever possible, attempt to resolve the problem informally. A record should be kept of the informal stage.

5/ If the informal procedure is not suitable or does not resolve the problem the employee should initiate the formal procedure.

Grievance Process – Stage 1

6/ The grievance must be raised in writing, and sent to the employee's Department Manager or Department Director, or in the case of Directors to the Chief Executive. Where the grievance is against an employee's Department Manager, the grievance should be addressed to the HR Manager and the Group will identify an alternative manager to hear it.

7/ A meeting will be held within 10 working days of receipt of the written grievance to enable the employee to give full details. Sufficient time will then be allowed for the facts of the case to be considered and any investigation to take place and the outcome will then be notified to the employee within 10 working days of the meeting. The employee will have the right of appeal against the decision.

Grievance Process – Final Stage

8/ If the employee wishes to appeal, the employee must inform the Group in writing within 5 working days of receipt of the decision letter. The letter should be addressed to the HR Manager who will make arrangements for the appeal to be heard by an appropriate Chair. The People and Remuneration Panel will hear appeals against the Chief Executive's decision.

9/ A meeting will be held within 10 working days of receipt of the written appeal to enable the employee to give full details. Sufficient time will then be allowed for the facts of the case to be considered, and the outcome will then be notified to the employee within 10 working days of the appeal meeting. The Appeal Chair's decision is final.

10/ If it is found that any grievance raised is malicious or false the employee may be subjected to the Disciplinary Procedure.

11/ At all times throughout the grievance process confidentiality is paramount and any breach may lead to disciplinary action.

Right to be accompanied

12/ An employee is entitled to be accompanied by a work colleague or Trade Union Representative at any meeting stage of the procedure. Every effort will be made to convene the grievance meeting at a time which is convenient for the employee and their companion. If this means that the meeting cannot be held within a reasonable period (usually within five working days of the original date set), the employee will be asked to make arrangements with another companion who is available to attend.

Training and Monitoring

13/ The Group accepts its responsibility to ensure that managers and employees receive adequate learning, development, guidance and support to implement this procedure.

Procedure Review and Amendment

14/ The Group will periodically review the effectiveness of this procedure and make amendments where necessary.

Probationary Period Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Ltd (the "Group").
2. The aim of this procedure is to ensure that a consistent and robust process is followed for employees during their probationary periods.
3. Probationary periods are considered important in managing a new employee in a post and for providing a process for identifying training and development needs. They also allow the employee to become familiar with the culture and working environment of the organisation.
4. All new employees will be placed on a six month probationary period.
5. The Group's Disciplinary Procedure does not apply during probationary periods.

Responsibilities

6. Department Managers are responsible for implementing the procedure and as such should:
    - 6.1. make the requirements of the job clear
    - 6.2. ensure that the employee has appropriate support
    - 6.3. assist the employee in identifying any training and development requirements for the new role
    - 6.4. hold regular reviews with the employee to review progress during the probationary period
    - 6.5. ensure that the employee has completed their induction programme

Process

7. Throughout the six month probationary period the Department Manager should carry out regular one-to-one meetings with the employee. Meetings should cover the following:
    - 7.1. Progress with induction
    - 7.2. Reviewing performance
    - 7.3. Reviewing any training/support required

7.4. Any concerns of the employee

7.5. Any concerns of the Department Manager.

8. It is vital that any issues or concerns are dealt with as they arise and that appropriate support is given to assist the new employee to attain the required level of performance. This may be through the provision of informal counselling, on the job support or formal training.

9. Performance Improvement Plans (PIPs) to address shortfalls in performance should be put in writing to the employee, by the Department Manager, to ensure both are clear about the outcomes required in the timescale stated. A copy should be sent to the HR Manager for the employee's personal file. A suggested format can be found in Appendix 1. Where the level of underperformance is putting the employee's employment at risk, this should be clearly explained.

10. If difficulties continue, despite corrective action being taken, advice should be sought from the HR Manager and consideration given to an extension of the probationary period or non-confirmation in post.

Formal review meeting during month three

11. The Department Manager must carry out a formal review during month three. This should measure performance against the job description/person specification and provide an opportunity for the Department Manager to clearly signal if there are shortfalls in performance that may jeopardise the employee's continued employment. If there are shortfalls in performance a PIP should be put in place.

Final formal review meeting

12. A final formal review meeting should be held with the employee **before** the end of month six, and before the end of any extension period if agreed.

13. The purpose of this is to review the probationary period and the employee's ability to perform the job.

FORM A - Review Meeting

Name:	**Post Title:**
Start Date:	**Original Probationary Period End Date:** **Extended Probationary Period End Date:**
Date of Review Meeting:	**Status:**

SECTION A

Rating: 3 = exceeds standards 2 = meets standards 1 = below standards 0 = unacceptable

	COMMENTS	RATING 0 - 3
TECHNICAL COMPETENCE **(e.g. experience and knowledge required to carry out job)**		
SKILLS & ABILITY **(e.g. ability to work to deadlines, ability to work without close supervision, prioritise, quality of work, pace of work, exercise of initiative, output, accuracy, PC skills etc)**		
COMMUNICATION SKILLS **(To include relationships with other staff, external contacts etc)**		
MANAGERIAL SKILLS [this section is for managers only] **(To include setting and implementing team objectives, managing staff and other resources, managing diversity)**		
ATTITUDE/MANNER/MOTIVATION/CONDUCT		

TIMEKEEPING / ATTENDANCE RECORDS / SICKNESS		**1**

RECOMMENDATIONS – TO BE COMPLETED BY LINE MANAGER
Please indicate as applicable:

I confirm that progress is not satisfactory (Complete Section B if not satisfactory)

SECTION B - Performance Improvement Plan (PIP)

Detail areas of performance to be improved: (be specific, dates, examples)
Detail level of performance expected: **1.**
Specify any additional support, training or development agreed to improve performance:
Review meeting arranged for:

CONFIRMATORY SIGNATURES:
I have discussed my work performance with my Line Manager and have read and noted the contents of this report. I understand that if my performance is unsatisfactory and I fail to make the required improvements in the timescale set out then I am at risk of dismissal.

Employee signature and date:	Line Manager signature and date:

Copy to HR □ and Employee □

Absence Management Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association, Pembrokeshire Care & Repair and Mill Bay Homes Limited (the "Group"). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.
2. It is the purpose of this procedure to ensure accurate recording and consistent and equitable management of sickness absence in the Group.
3. The Group, whilst recognising the need to consider the health and wellbeing of its employees, needs to ensure that it takes the necessary actions to reduce the levels of sickness and absence.
4. The Group will ensure the confidentiality of occupational health records at all times.
5. Employees who fail to comply with this procedure may have their sick pay entitlement withdrawn or amended and may also be subject to formal disciplinary proceedings.

Pre-Employment Health Questions

6. In accordance with the Equality Act, the Group will not ask job applicants about their health before offering a post (or before including them in a pool of candidates out of whom an individual will be selected to fill a post), except where such questions are necessary in order to:
   - 6.1. Monitor for diversity;
   - 6.2. Determine whether or not a reasonable adjustment needs to be made to the recruitment process;
   - 6.3. Determine whether or not an applicant is able to carry out a function intrinsic to the role; or
   - 6.4. Ensure that a disabled applicant benefits from any positive action measures in place.
7. It is the responsibility of each employee to report any major changes in their health, which may affect their ability to undertake duties effectively to comply with health and safety and to enable the Group to make "reasonable adjustments" as specified by the Equality Act 2010 (see Appendix 1).

Sick Pay Entitlement

8. Employees may be entitled to receive pay when they are absent from work due to sickness. This is known as Statutory Sick Pay (SSP) and is paid and administered by employers on behalf of the Government. There are certain requirements associated with the payment of SSP which are as follows:

   8.1. Employees' average weekly wages must not be less than the current Lower Earnings Limit set by the Government within the previous eight weeks.

   8.2. Written evidence must be provided: self certification or Doctor's Certificate for the first 7 days, thereafter a Doctor's Certificate.

   8.3. SSP cannot be paid for the first 3 days of absence (these are called qualifying or waiting days).

   8.4. SSP payment continues for as long as the employee is absent up to a maximum of 28 weeks in any one period of incapacity for work, or if the employee is absent within 56 days of a previous period of absence.

   8.5. SSP is only paid for the days an employee normally works, e.g. 5 days for someone who works Mon – Fri.

   8.6. In order to claim SSP employees must comply with the notification procedures set out below at paragraphs 17, 22 and 23.

9. The Group provides additional benefits over and above any entitlement to SSP. Sick pay entitlement is based on a twelve month rolling period from the first day of the current period of sickness absence. In determining payment, any periods of absence occurring during the twelve months immediately proceeding the period of absence will be taken into account.

10. In the event of any abuse by an employee, the Group reserves the right to withdraw or amend the benefit paid, and/or take action under the Disciplinary Procedure against the employee concerned.

11. The Group's sick pay entitlement does not prevent the Group from terminating an employee's employment prior to the expiry of the entitlement.

12. Where payable, sickness or industrial injury benefit must be claimed from the appropriate Government Agency and any benefit received must be notified to the Group. Such benefits will be deducted from any entitlement.

EV.13

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Health Questionnaire

Date Received in OHU:	
Clearance date:	

Pembrokeshire County Council
Occupational Health Unit

Pre-employment Health Questionnaire

For a copy in large print, Braille, Audiotape or an alternative language, please call 01437 776613

CONFIDENTIAL OCCUPATIONAL HEALTH QUESTIONNAIRE

All new employees are required to complete a health questionnaire to enable the Council to assess their medical fitness for employment. You will be informed if further health information is required or if a medical interview is considered necessary.

The information on this form is for employment purposes only, it is confidential and securely held by the Councils Occupational Health Department.

If you have any difficulty in completing any part of this questionnaire please phone the Occupational Health Team on 01437 775318

Date Received in OHU:		Clearance date:	

This information is processed in accordance with the General Data Protection Regulation 2016, for the purpose of processing administering matters relating to Occupational Health . Your personal data will only be processed to the extent that is necessary for the exercise of official authority vested in the controller. For further information on how your information and your rights to access information we hold on you, please contact Occupational Health on 01437 775318

PLEASE COMPLETE THIS FORM IN BLOCK CAPITAL LETTERS

Full Name: DOB: Male/Female Mr./Mrs./Miss/Ms.

Home Address:

Post Code:

Tel No. Home: Mobile:

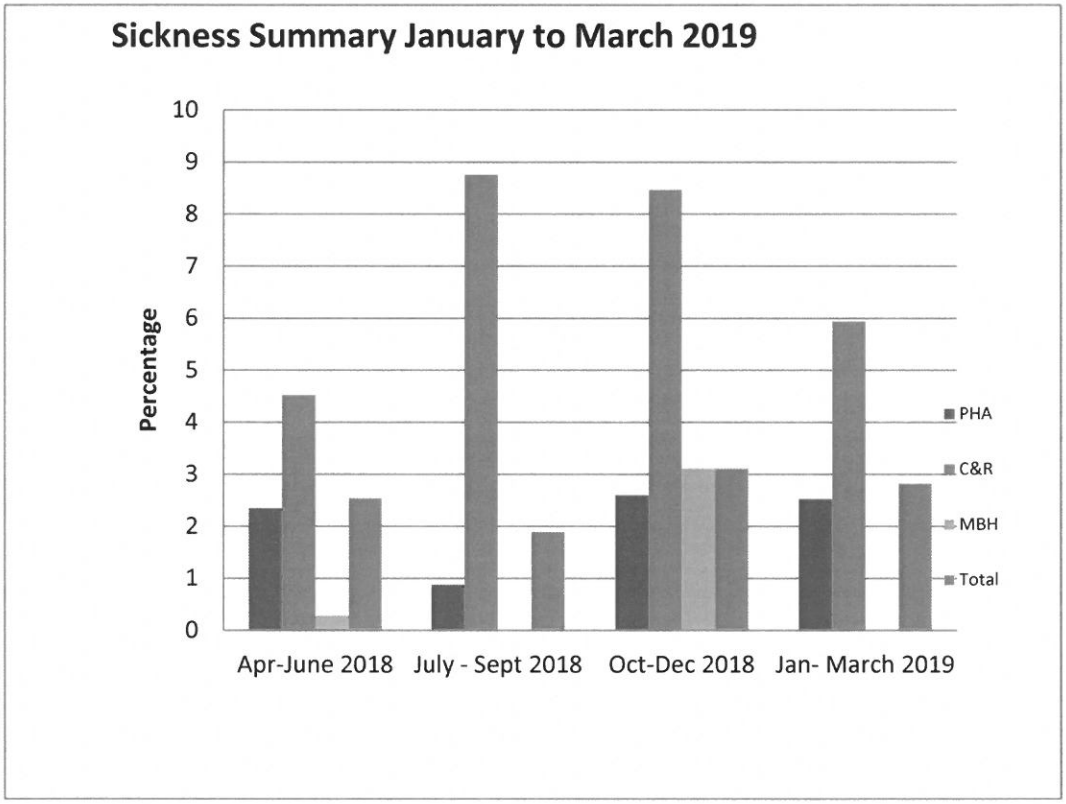
E-mail: NI number:

Post Applied for:

Location: Full Time /Part Time /Casual

SICKNESS SUMMARY 2018 - 2019

	Jan - March 2018	April to June 2018	July - Sept 2018	October to Decembe r	January to March 2019	CIPD Average % Sickness	CHC Average % Sickness
PHA	3.42	2.35	0.88	2.6	2.53		
C&R	1.22	4.53	0.76	8.47	5.94	3.9	3.9
MBH	1.6	0.29	0	3.12	0		
Total	3.03	2.55	1.9	3.12	2.83		



Kate Houston

From: Kate Houston
Sent: 11 January 2019 16:52
To: Antony James
Cc: Joanne Thomas
Attachments: October to December 2018.xlsx

Hi Antony

Please find attached your members of staff sickness data for the above period.

Please can you arrange for the relevant Supervisor to talk to those members of staff who are highlighted as amber regarding their sickness. Please arrange with HR a mutually convenient time to hold a meeting with any staff members highlighted in red.

Many thanks

Kate
HR Advisor

October to December 2018 EV.14c

Sickness Absence Triggers

Name	Department	Full Time or Part Time	Days/Part Days Lost in period	No of Episodes	Triggers			Comments
					4 weeks absence or longer	2 or more absences in rolling 3 months	4 or more absences in last 12 months	
	Maintenance	F	1	1	No	No	No	
	Maintenance	P	4	4	No	No	No	4 absences in a rolling 3 months period, 4 absences in a rolling 12 months period
	Maintenance	P	2	1	No	No	No	
	Maintenance	P	4	1	No	No	No	
	Maintenance	P	3	2	No	Yes	Yes	2 absences in a rolling 3 months period, 4 absences in a rolling 12 months period
	Maintenance	F	4.5	2	No	Yes	Yes	2 absences in a rolling 3 months period, 4 absences in a rolling 12 months period
	Maintenance	F	2	1	No	No	Yes	4 absences in a rolling 12 months period
Total			**20.5**	**12**				

Appraisal Procedure

Introduction

1. This procedure will apply to Pembrokeshire Housing Association, West Wales Care & Repair and Mill Bay Homes Limited (the "Group"). It does not apply to agency workers who are employed by a third party agency to provide casual work for the Group.
2. The purpose of the appraisal is to implement a personal development review and performance management process that will ensure better links between business objectives, personal development and career progression.
3. The Group is committed to ensuring that all employees will, on an annual basis, have an appraisal meeting with their manager. This will result in a set of objectives reflecting personal and organisational goals for the forthcoming year, a personal development plan, and if necessary an updated job description.
4. All line managers are responsible and accountable for appraising their direct reports, and ensuring that a paper copy of the appraisal and PDP should be given to the appraisee.

Purpose

5. The purpose of the appraisal is to implement a personal development review and performance management process that will ensure better links between the business, personal development and career progression by:
    - 5.1. Enabling employees to understand their role and how their own personal effectiveness in that role contributes to the overall success of the team and Group;
    - 5.2. Reviewing evidence as to how employees are applying their knowledge and skills to meet the demands of their current post;
    - 5.3. Identifying where employees can usefully develop, in order to improve their personal effectiveness at work;
    - 5.4. Prioritising the development identified for the employee over the next 12 months;
    - 5.5. Planning and recording how and when this development will take place in the employee's Personal Development Plan, and agreeing dates for progress meetings or the next appraisal;

Appraisal Process

6. Appraisals should take place every 12 months, supported by more frequent progress review meetings. These reviews must link in with the Performance Incentive Partnership Scheme (PIPS) review periods as follows:

   6.1. April – Main Appraisal Review to include PIPS end of year review

   6.2. July – Quarterly Review (April to June)

   6.3. October – Quarterly Review (July to September) to include learning and development requirements for next financial year

   6.4. January – Quarterly Review (October to December)

7. The main outcomes of the appraisal process will be a set of objectives, a Personal Development Plan, identification of learning and development requirements and a rating for the PIPS review year.

8. Appraisees should be given sufficient notice of their annual appraisal/review meetings so that they have time to prepare. The appraiser and appraisee will need to set aside time for preparation before hand and allow approximately 2 hours for the main appraisal interview in April.

9. Line Managers should provide the appraisee with a copy of the relevant appraisal paperwork and explain how they should prepare for their appraisal.

10. The appraisal should not be a one off annual meeting between manager and employee, but a process of giving constructive support and feedback, responding to suggestions and developing individual's skills over the year. There should be no surprises regarding performance at the appraisal meeting.

11. During the appraisal process the appraiser and appraisee will:

    11.1. Consider actual performance against the key duties of the post and objectives. Any development activities required to bridge any gaps should be included in the Personal Development Plan (PDP).

    11.2. Conduct the appraisal as a two way open and frank discussion.

    11.3. Clarify the appraisee's job objectives in relation to team and organisational objectives and agree their goals and objectives for the next 12 months.

    11.4. Agree a PDP with the appraisee. Agree dates to review progress against the objectives and PDP. These should meet the PIPS requirements set out in paragraph 6 but can be more frequent if required.

From: Jane Nutland
To: Kate Houston
Date: 25 July 2019 14:31:08

Kate assists me daily with performance management duties. I seek advice, guidance and support on a range of issues, some are detailed below:-

Recruitment

- I have been in my role as a Contact Centre Supervisor for 2 years now and Kate was very informative of the process and the pitfalls which I could face on the panel. Kate briefly ran through the nine protected characteristics and how it is unlawful to treat someone together with the different discrimination such as direct and indirect discrimination.
- Kate ran through unconscious bias and this is something I am mindful when recruiting.
- Kate has assisted me with shortlisting and the interview process.
- We have devised questions for each post ensuring that questions were relevant and most recently incorporating specific DNA questions.
- Kate explained the induction process and the probationary periods focussing on my role and key duties.
- Kate ran through how I should conduct an induction to a new recruit.

General

- I often ask for advice and guidance relating to policies and practice and Ateb's standards.
- The first time I had a flexible working request Kate ran through the key points, provided me with the policy and form asking questions to ascertain whether I would grant the request and challenging me when necessary.
- I have been guided by Kate to have difficult conversations with my staff from mobile phone usage to consistent lateness where appropriate Kate is able to provide factual HR data to support these conversations. At first I was weary and asked Kate to attend these regularly with me now I am happy to have these frank conversations with my team alone only asking Kate or another HR member to assist on occasions.
- Kate provides sickness data quarterly and when an employee has triggered Kate prompts me to have a 1:1 with the employee, when patterns emerge to discuss these and to offer support. Both Kate and I lead at these meetings.
- Following sickness reviews employees can open up and Kate and I support employees with a range of concerns from work-life balance, family and work issues.
- I have asked Kate to mentor a volunteer helping with CV writing, how to complete an application form, interview techniques and confidence building.
- I liaise with Kate with regard to training for team and myself.

Thanks

Jane

From: Merrilee Phillips
To: Kate Houston
Subject: Witness Statement
Date: 23 July 2019 10:24:08

I have recently joined Ateb as a Finance Assistant joining the finance team. I have dealt with Kate as the HR representative.

My first interaction began at the open evening Ateb held where you could go and talk to people in the finance and HR department. I found the evening really beneficial I found out in advance what the job role would entail and got advice on how to complete an application online ensuring I demonstrated within my application the characteristics and attributes needed for the post and how Ateb shortlisted. I met Kate at the event and she gave me practical tips on how to apply and she discussed the culture and DNA of Ateb which I incorporated into my application.

The interview was a two stage process first I was interviewed and I believe 2-3 candidates were then invited into the finance department for half a day to meet the team and to complete some of the tasks I would be asked to do if successful. I thought this was a lovely way to see what Ateb is all about and to find out whether I would like it there as much as it was for them to see if I fitted into the team.

I was offered the job and provided various documents in advance such as health and pension details together with standard forms to complete in advance saving time on my first day. The induction was comprehensive. I meet with Kate and she went through induction where I was signposted to policies and procedure, main terms of employment, health and safety to explaining the probationary period. I was given an action plan for my first week so that I knew what I was doing each day and who I would be working with. Kate then left me with my supervisor where my role profile was again given to me and explained. I was introduced to key colleagues on the day, the rest on an ad hoc basis. I was really made to feel welcome by my team, supervisor and the HR department.

A Guide to Salary Benchmarking

What is salary benchmarking?

We take advice from an external consultant who collects data on the pay rates for similar roles in other organisations to establish, the market rate for each role, to track movements in those rates, and to gather any other useful, relevant information. The salary benchmarking exercise also takes into account location and the size and nature of our business. We are working with Forest HR who is carrying out this work for us. Forest is an HR and Reward consultancy set up in 2015 by Sue Manning and Virginia Chamberlain (Directors) bringing together a team of associates that worked with them previously at Capita and Tribal. They work with many housing associations and as a result they understand the housing sector very well. They also work across other sectors, which is relevant as not all of our roles are specific to the housing sector.

Sue Manning is leading our review and she has a positive reputation in this specialist area and in the housing sector. If you want to find out more about them you can visit www.foresthr.co.uk

There is no formal structure in place for pay progression as there is a single annual salary attached to each role. This method is often referred to as "spot salaries". When recruiting into a role, the manager will offer the salary level at 97.5% of the full market rate for the probationary period, and once the individual successfully completes their probationary salary he/she will receive 100% of the full market rate.

Do all our staff have their salaries set in the same way?

Yes they do. The policy applies to all staff, including senior management, whose roles are benchmarked against the market at the same time in the same way.

What is involved in salary benchmarking?

Salary benchmarking is a desk-top exercise, which involves looking at information about each individual role, this will include looking at our job descriptions, person specifications, staffing structures, and taking into account where we are located, what we do as a business and how big we are etc. It then involves the use of role matching to enable the role and pay rates in the organisation to be compared with equivalent roles in other

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Kate Houston
3 Gelliswick Road 123
Hakin
Milford Haven
Pembrokeshire
SA73 3RB

Ref:pa

20/4/18

Dear Kate,

2018/19 Pay Level

Further to our recent correspondence regarding the Board's recommendations on the 3 year market testing exercise and the annual pay review assessment, we are now in a position to confirm the Board's decision in relation to the 2018/19 pay level.

The Board having received the above information and considered the Group's ongoing Business Plan have drawn the following conclusions:

1. The 2017/18 Market Testing Report prepared by Forest HR does represent an acceptable basis upon which we can set an appropriate pay level for each role

2. Using the 2017/18 Market Testing Report, it is proposed that pay levels will be set to 'Median' for each role across the group

3. It is then proposed that the pay award for 2018/19 is 2.25% on top of the '2017/18 Median' pay level established in the Forest HR report

The effect of the above means that for the period of 6/4/2018 to the 5/4/2019 your pay will be £20,965.

In addition you will receive the following L&D supplement £1,273 p/a

This salary is for your HR Assistant role.

Having had time to absorb the information in this letter, please talk in the first instance with your manager regarding any individual queries in the process adopted who will respond with the assistance of the HR Manager where appropriate.

Mae grŵp cyfyngedig ateb yn gymdeithas gofrestredig gyda'r FCA. Reg. Rhif 23308R. landlord cymdeithasol cofrestredig gyda Llywodraeth Cymru. Reg. Dim PO72 ac mae'n aelod o Gymuned Tai Cymru. ateb group limited is a registered society with the FCA. Reg. No 23308R, a registered social landlord with the Welsh Government, Reg. No PO72 and is a member of Community Housing Cymru.

EV.19

Salary Survey 2018

Page 5: SECTION 1: About Your Organisation

Q1. Name of your organisation

ateb group limited

Q2. Main office location of your organisation (Town or City)?

Haverfordwest

Q3. Your Name

Victoria Evans

Q4. Your job title

HR Manager

Q5. Your email address

victoria.evans@atebgroup.co.uk

Q6. Your telephone number

01437 774798

Q7. What is the nature of your organisation?

Housing Association

Q8. Is your association the PARENT association of any associate or subsidiary housing associations?

No

Q9. Is your association an associate or subsidiary of another association?

No

Q10. How many full time equivalents (FTEs) does your organisation have? (Include all area offices and part-time/temporary staff - do not include contract workers i.e. staff not included on your payroll system)

93.34

Q11. What is your organisations head count? (Include all area offices and part-time/temporary staff - do not include contract workers i.e. staff not included on your payroll system)

98

Q12. How many part-time staff does your organisation employ? (state headcount, not FTEs)?

9

Q13. How many of your organisation's employees are from the following groups? (state headcount, not FTEs)

a) Black and other minority ethnic groups:	1
b) Disabled persons:	5
c) How many (headcount) of your full time employees are male / female?	50/39
d) How many (headcount) of your part time employees are male / female?	0/9
e) What proportion of your employees are Welsh Speaking ? (%)	7
	-

Q14. What is your organisation's current financial turnover? (Please enter the number of £ millions, e.g. £1,500,000 as '1.5')

15

Q15. What is your organisations current turnover including development? (Please enter the number of £ millions, e.g. £1,500,000 as '1.5')

24.9

Q16. What is your organisation's current annual salary bill? This information will be used to calculate the ratio of Chief Executive basic salary levels to average employee basic salary levels. Please enter an approximate figure for your gross annual salary wage bill.

2.6

Q17. How many units under management does your organisation have?

2690

In which local authority area does your organisation operate? Select all areas that apply.

Pembrokeshire

Kate has helped me tremendously since I started here at ateb. I originally started at ateb on a Workways work placement scheme, while on this scheme Kate had helped me to improve my CV and advise me on how to fill out application forms correctly. She also gave me advice and guidance on interview techniques by simulating interview questions as I was very nervous when it came to being interviewed for roles and would never sell myself, my skills or my experience. With her help I have been able to secure a full time permanent post within ateb.

Recently I have been to see Kate for advice on a flexible working application as I was having a difficult time personally. She advised me how to fill the form out and who to send it too and the process of what will happen when I handed the form in as I was unaware of how to do this. I have gone to Kate on few occasions for guidance on how to approach certain situations especially when there was a restructure in my department and I was given a new job role, I was nervous again regarding this and she gave me advice on how to overcome the issues prompting me to discuss them with my Line Manager.

Evelyn Calveley
Customer Services Administrator

Recently dealt with Kate as the HR lead on a matter of poor performance of one of my team. Kate provided advice on how I should approach the situation.

I have received numerous complaints by the employee's colleagues for not closing jobs down, leaving these open and taking no action. Some complicated jobs were being left and direct colleagues felt that the employee was unable physically to complete jobs being issued.
The employee was highlighted as having a large number of speeding notifications in his van which needed addressing as the employee has been spoken about this before.

Kate and I discussed the matter and it was decided to call the employee in for a meeting to informally address my concerns.

Kate pointed out the employee had long-term sickness in January and this would be an opportunity for us to address whether there were any issues affecting the employee's performance over concerns of physical health and whether referral to occupational health was needed. Kate led the interview at this point to address previous sickness and potential issues.

Kate and I discussed the process of the meeting and the key points I should raise beforehand. Therefore I clearly described to the employee the areas of concern:-

- Speeding in the van
- Not closing jobs off TotalMobile System
- Not completing jobs – these were being left open and the customer left in limbo
- Not keeping key colleagues aware of the situation for each job

As outstanding work which had not been closed down on the system was small both Kate and I gave the employee one week to rectify these outstanding jobs and gave clear instructions this could not continue. I informed the employee the next stage would be a performance improvement plan which will affect the performance incentive partnership scheme the following year and percentage he would receive.

After one week Kate and I met again and due to performance not improving decided that the employee should be put on a performance improvement plan. This was the first time I had needed to place a member of my staff on a plan therefore I asked Kate for assistance in finding the document, completing the document and timeframes for setting targets. Kate gave me examples of what I could include in the plan.

When I issued the plan I met with Kate and the employee again and listed some areas of concern which I had not seen improvements with.

Kate advised that I should be using the Achieve Framework to address poor performance and for setting targets for my team. This was something I was not comfortable with therefore Kate sat with me and described the Framework and how it could be used. Kate explained that I could meet more regularly with the employee when there were issues to review and perhaps monthly or quarterly for day-to-day tasks. Difficult conversations could be recorded and the employee can see what is expected from them with regards to their own targets and that of the team and the department. I found this useful and going forward will implement this with my team with coaching provided by Kate.

Kate ensured I had access to the procedures for the performance improvement plan and the capability procedure in case we end going down this route.

Colin Groves
Maintenance Supervisor

ateb

PERFORMANCE IMPROVEMENT PLAN

Name: [redacted]	Post Title: Maintenance Operative
Date of Meeting:29/05/2019	

SECTION A

Rating: 3 = exceeds standards 2 = meets standards 1 = below standards 0= unacceptable

	COMMENTS	RATING 0- 3
PERFORMANCE/COMMUNICATION SPEEDING IN COMPANY VEHICLE/ **SICKNESS**	PERFORMANCE SPEEDING SICKNESS TRIGGERS	1 1 1

SECTION 8-

Detail areas of performance to be improved:

With effect from Wednesday 29/05/2019 an improvement in job ownership and completions on total mobile system. Currently jobs are being looked at or inspected but not completed or put on hold.
Reduction in speeding offences in company vehicle. A total of 9 speeding offences in a 3 month period were recorded.
Better communication and clarity with contact centre._A better standard of communication with full explanations/photos need to be put against jobs and repairs CSA's emailed and informed.

Detail level ofperformance expected:
Performance level =

Closing jobs down- when completed on the day/time that they have been diarised for, unless there is good reason to re-book or to put the job on hold and full explanation given against the job on TM system as per the repairs team process/procedure

Reducing speeding offences in line with company policy

Ensure information on repair jobs outstanding is communicated with the team on a daily/weekly etc basis

ateD

Specify any additional support, training or development agreed to improve performance: Supervisor will provide coaching and advice on managing workload and putting jobs on hold as per the agreed process/procedure. Supervisor to run refresher session on speed alert monitoring and coaching/ further driver awareness training if needed at time of next review. Support from contact centre [redacted] on moving scheduled works.
Review meeting arranged for:W/C 22/7/19

Confirmatory Signatures:

I have discussed my performance with my Line Manager and have read and noted the contents of this report. I understand that if I fail to make the required improvements in the timescale set out then I am at risk of formal disciplinary proceedings being instigated which may result in my dismissal.

Employee signature and date:	Line Manager signature and date:
[redacted]	21/6/19

Copy to HR □ and Employee □

From: Matthew Owens
To: Kate Houston
Subject: Mill Bay Homes
Date: 23 July 2019 15:06:13
Attachments: image001.png

Hi Kate

Statement below with regard to service received from HR:

Kate over the years has assisted me in a range of performance management issues giving specific advice on policies and procedures.

Kate has guided me with regards to an employee who was still within their probationary period advising me on how to approach extending the probationary period and issuing a PIP. The employee was particularly difficult and Kate ensured I covered all the points that were concerning me supporting me through the process. The HR department has an open door policy where I can seek advice as needed.

Regards

Matt

Matthew Owens, Operations Manager
Mill Bay Homes Ltd
Tel: 0333 7000 733
Fax: 01437 774757
Email: matthew.owens@millbayhomes.co.uk
Web: www.millbayhomes.co.uk

millbay
Welcome Home

This email, and any attachment, is for the use of the addressee only. Any other distribution, use or reproduction without the sender's prior consent is unauthorised. If you receive this message in error, please notify the sender immediately and delete the message from your computer.

Capability Procedure

Introduction

1/ The purpose of this document is to provide a framework for dealing with cases where employees fail to meet the standard of performance expected of them.

2/ This procedure will apply to all ateb, West Wales Care & Repair and Mill Bay Homes Ltd ("the Group") staff that are no longer in their probationary period.

3/ The Group is committed to offering guidance and early assistance with the primary concern being to help the individual whose performance and/or behaviour is affected.

Definition

4/ The Employment Rights Act 1996 states that "capability, in relation to an employee, means the capability assessed by reference to skill, aptitude, health or any other physical or mental quality." Section 98 (2)(A) of the Act also indicates that "incapability must relate to the work or the kind of work that the employee was employed by the employer to do."

5/ Incapability, for the purpose of this procedure, is defined as continued poor job performance in relation to skill and ability.

Application & Exclusions

6/ There are a number of factors that may affect an employee's performance (Appendix 1) and careful consideration should be given to the root cause of the performance issue. The factors put forward by an employee, where those factors are supported by evidence, should also be taken into account and considered appropriately.

7/ Concerns about misconduct should be addressed through the Disciplinary Procedure. Unsatisfactory performance caused by carelessness, lack of effort, negligence, poor behaviour or attitude may not be a capability issue but may be a misconduct issue which would then be addressed under the Group's Disciplinary Procedure.

8/ Cases of poor performance due to ill-health and absence should initially be dealt with through the Group's Absence Management Procedure.

9/ Issues regarding poor performance that occur during an employee's probationary period should be investigated using the Group's Probationary Period Procedure.

Right to be accompanied at hearings

10/ Employees may bring a companion to any capability hearing or appeal hearing under this procedure. The companion may be either a colleague or trade union representative. Employees must let the HR Manager know who their chosen companion is in advance of the hearing. If the choice of companion is unreasonable the Group may require the employee to choose someone else.

11/ The companion will not be allowed to answer questions on behalf of the employee but they may confer privately with the employee at any time during the hearing.

12/ If the employee or their choice of companion cannot attend the hearing the employee must inform the HR Manager immediately and an alternative hearing date will be made. Only one postponement will be granted.

Procedure – Informal Stage

13/ 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 the employee's personnel file and will be used to provide context to the issue/s being considered. 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.

14/ If deemed necessary the manager may use a Performance Improvement Plan (PIP). The PIP (Appendix 2) will set out in writing the current shortfalls in performance, desired outcomes and methods for achieving these as well as an agreed timescale (the review period) in which the objectives should be met. A copy of the PIP should be sent to the HR Manager for the staff member's personal file.

15/ The employee's progress should be monitored regularly during the review period and amendments to the PIP made if necessary with the employee. At the end of the review period the manager has the following options available:

- No further action as the employee's performance has improved to an acceptable standard
- An extension to the PIP period to see whether the employee can meet the required standard
- A progression to a Capability Hearing if no significant improvement is evident without good reason.

Capability Hearing Procedure

ateb *better living solutions*

Pete Cleary - Estates Co-ordinator

Monday	Tuesday	Wednesday	Thursday	Friday
29-Jul	**30-Jul**	**31-Jul**	**01-Aug**	**02-Aug**
Induction with HR 9.30 - 11.30 am **Time to consolidate & ask** **11.30 am - 2 pm** Induction with H&S Manager 2pm - 3.30 pm Induction Schedule with Jane 3.30 - 4.30	Compliance Meeting 9.00 - 10.00 am Room 64 Compliance Overview with Linzi L 10.00 - 12.00 noon Compliance Meeting 2pm - 3pm Meeting with Mark L (DOH) 3pm - 4 pm	Meeting with Judith Arnold, Procurement Manager & Jade Jones, Finance Assistant 9.30 am - 11.30 am **Time to consolidate & ask** **11.30 am - 3 pm** Garden Competition Awards De Calre Court, Merlins bridge 3 pm - 5pm	Day with Facilities Assistant North Meet the Cleaning Team 4.30 pm	Day with Facilities Assistant South Touch base with Cleaning team Touch base with Jane Rob 4pm - 4.30 pm 2pm
05-Aug	**06-Aug**	**07-Aug**	**08-Aug**	**09-Aug**
On the patch with Karen Holroyd, Older Persons & Supported Housing. Lookjng at communal areas in extra care, sheltered, semi-sheltered schemes, grounds including any tree management issues	Compliance Meeting 9.00 - 10.00 am Room 64 Complaince Meeting 2pm -3pm	Meeting with **Antony James** Maintenance & Compliance Manager & **Seamus Doyle** Helath & Safety Manager 9.00 am - 10.00 am	On the patch with **Angela Sainter** Area 2 Lookjng at communal areas in flats and grounds including tree management issues 9.30 am - 4.30 pm	On the patch with **Angela Sainter** Area 2 Lookjng at communal areas in flats and grounds including tree management issues 9.30 am - 4.30 pm
12-Aug	**13-Aug**	**14-Aug**	**15-Aug**	**16-Aug**
On the patch with Lee Eva, Area 2 Lookjng at communal areas in flats and grounds including tree management issues 9.30 am - 4.30 pm	Compliance Meeting 9.00 - 10.00 am Room 64 Complaince Meeting 2pm - 3pm	Team Meeting De Clare Court 9.30 am - 12.00 noon Afternoon on the patch with Kieron Ferry Area 1, Looking at communal areas in flats and grounds including tree management issues	On the patch with Kieron Ferry, Area 1, Lookjng at communal areas in flats and grounds including tree management issues	On the patch with Tony Dyer, Area 4, Lookjng at communal areas in flats and grounds including tree management issues Touch base with Jane Rob 3pm - 4 pm
19-Aug	**20-Aug**	**21-Aug**	**22-Aug**	**23-Aug**
Contract review Meetings Grounds maintneance AM **Contract Review Meeting with TREEWORKS** Contract review Meetings Cleaning & Window Cleaning PM	Compliance Meeting 9.00 - 10.00 am Room 64 Complaince Meeting 2pm - 3pm	Meeting with Aled Roberts, Property Services Officer, for overview on Programmed Works **Time to consolidate & ask**	Pete & Jane Rob Treeworks Files, budgets, work outstanding AM / PM	Pete & Jane Rob Grounds Maintneance site plan - review AM /PM Touch base with Jane Rob 3pm - 4 pm

All meetings to be held in the office of the person named unless otherwise stated

Other dates: Put in here any other useful dates

Please feel free to change if have other diary commitments

Tips: think about the role the individual will do and book some time with the people that will be able to help them in their role, think outside of the department, meeting people from other teams can help people get a perspective on how their role fits into the organisation. Arrange to meet with internal customers, and if they are office based, it is useful to arrange an off site visit with someone in Maintenance so they can see the properties that we build for our tenants. If they are not going to have any links with the other subsiduaries then it is also useful for them to have an overview of what they do - a quick meeting with a friendly member of that team can do this and will also help the individual get to

#WeAreAteb

All interviews to contain questions which will test out an applicant's understanding and alignment with our DNA

What's in our DNA?

As a part of the ateb team we have a collective responsibility to live our DNA.

#InYouWeTrust
TRUST

Trust is the essential building block to our organisation, without it, things just won't be as good. We will be **open** in our approach so that we can **learn** from each other's experiences and we will **care** about what we do and how we do it.

#AccessAllAreas
TOGETHERNESS

We will be **inclusive** in everything we do as diversity of background, experiences, skills and views enrich our work and services. We know we will need help, so we will seek out and sustain strong **collaborative** arrangements with our partners and stakeholders.

#GetThingsDone
EMPOWERMENT

We will take **ownership** of our customer outcomes and be **accountable** for our actions. We will have a **proactive** attitude and always seek to innovative and **improve** what we do. Things change, so we must always be **flexible** to adapt to situations and make sure that we are always delivering the right **outcomes**, **efficiently** with **great customer experience**.

What does our DNA look like?

#InYouWeTrust
TRUST

How will this look?

- Support for colleagues
- Putting others first
- Sharing information freely
- Admitting and learning from mistakes
- Being open and honest
- Listening to others
- Delegating
- Involving others
- Respecting others

How will this NOT look?

- Too much control
- Lack of respect
- Being secretive
- Not involving others
- Undermining others
- Not communicating with others
- Being dishonest and closed

#AccessAllAreas
TOGETHERNESS

How will this look?

- Involving others
- Being approachable
- Ensuring there is equality of opportunity
- Being open to change
- Communicating with others
- Encouraging and listening to feedback
- Understanding and respecting others

How will this NOT look?

- Not Involving others
- "Closed door" approach
- Lack of understanding
- Disrespectful
- Discrimination/harassment
- Inconsiderate and uncaring
- Unprofessional

#GetThingsDone
EMPOWERMENT

How will this look?

- Taking ownership
- Being supportive of others
- Taking responsibility for own actions
- Communicating with others
- Admitting and learning from mistakes
- Sharing information freely
- Being a team player
- Encouraging others
- Being open to change

How will this NOT look?

- Unhelpful "can't do" mentality
- Inflexible
- Resistant to change
- Apathy
- No risk taking
- Problems with no solutions

What's in our DNA?

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#GetThingsDone

We will take **ownership** of our customer outcomes and be accountable for our actions. We will have a **proactive** attitude and always seek to be **innovative** and improve what we do.

Things change, so we must always be **flexible** to adapt to situations and make sure that we are always delivering the right outcomes, efficiently with great customer experience.

All our people will need to demonstrate the following personal characteristics and attributes appropriate to their role and their leadership group:

Technical Competency We will make sure we have the right skills and expertise	**Decision Making** We need people throughout our organisation to make the right decisions at the right time	**People Management** We must always get the best from our people	**Team Working** So much more can be achieved through good team work	**Financial Control** To help as many people as we can we must be financially aware and astute	**Communication** Is the glue that will keep our organisation together
Organisational Skills Agility and flexibility can only be achieved through well organised and connected systems	**Innovation** To make our resources go further, we need to be thinking... What If?	**Customer Service** Is at the heart of what we do, we are a customer service focused organisation	**Project/Process Management** Improvement can only be embedded where there is effective project management	**Enthusiasm** We are here to make a difference, not to make up the numbers	**Technology Competency** In our fast moving digital world we must be technologically adept

What's in our DNA?

#InYouWeTrust

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#GetThingsDone

We will take **ownership** of our customer outcomes and be accountable for our actions. We will have a **proactive** attitude and always seek to be **innovative** and improve what we do.

Things change, so we must always be **flexible** to adapt to situations and make sure that we are always delivering the right outcomes, efficiently with great customer experience.

We believe that having the right culture is important to our performance and success.

We aspire to a culture or DNA that has:

> An inspiring vision and strategy

> Positive inclusion and participation

> Enthusiastic teams and collaborative working

> Support and autonomy for staff to innovate

Our DNA will help us to deliver a **great service to our customers**, utilise our resources efficiently, develop ourselves and others, collaborate with partners and have fun making a difference.

#InYouWeTrust
#AccessAllAreas
#GetThingsDone

From: Bethan Elliott
To: Kate Houston
Date: 19 July 2019 14:11:49

I have been with ateb (formerly Pembrokeshire Housing Association) for 16 years. I have been line manager of the payments and collections team for several years now but only recently have I started to be involved in recruitment and selection of my team. Kate ensured I was properly informed throughout the appointment of the Finance Assistant especially in relation to selecting the right recruit with ateb's DNA. Kate gave me advice on how to shortlist using the characteristics and attributes from the role profile against the matrix. We met up to agree on candidates and went through our top scorers together with the Finance Manager. We challenged each other on our scores and when appropriate re-visited some applications. I gave feedback using my finance knowledge and Kate ensured that the process was fair and consistent across all applicants. Kate kept me informed when references and pre-employment medical clearance was sought. I liaised with Kate as to a start date and asked me to provide an induction plan for the new recruit's first week with ateb. Kate provided a template with instructions as an example of what I could include and briefed me on our induction process. Kate explained to me that I would need to raise any underperformance issues before the 6 month probationary period ends and how I would approach this. If this was to happen I should document my conversations using the Achieve Framework and make HR aware. I would also need to work with HR on targets and any training or coaching which may be required. Kate asked me to show the new member of my team around ateb introducing key members of staff on the first day and subsequent days. Kate explained that I would need to highlight and signpost any finance polices and procedure to my new team member and ensure the new member of my team knew what was expected of them and to go through their role profile with them and also go through the service areas for finance explaining them.

Bethan

Bethan Elliott
Finance Officer (Payments & Collections)

EV. 27

Re: Kate Houston – HR Advisor

I have been asked to confirm the role that Kate plays in sickness absence management within ateb; please see below:

Kate is responsible for:

- Maintaining our HR database system which manages all absence across the organisation.
- All return to work paperwork is submitted to HR within a timely manner. She reviews this and identifies if there are any issues that we need to be picking up i.e. back problems, recurring absences, support requirements. Managers are not always efficient at doing this and without Kate's input a lot of these issues would be missed
- All self-certification and medical certification are returned to HR within a timely manner.
- Collating sickness absence data and reporting on sickness rates and those individuals who hit our absence triggers. She does this on a quarterly basis however is often asked to provide other information as and when this is required.
- Reviewing the sickness data with line managers ensuring that absence review meetings are undertaken and necessary support and advice are offered. This can include referrals to our occupational health department and external counsellor.
- Reviewing occupational health reports and ensuring any support, restrictions or recommendations are implemented by the line managers
-

Through informal/day to day discussions with staff Kate often identifies issues that are worrying or concerning our staff and will ensure that she provides advice to that individual in order for them to obtain the relevant support and advice that they require. In addition to this, with the agreement of the individual, she will speak to their line manager. In a recent case it was only due to Kate's intervention that the issues troubling an individual were highlighted to the line manager; up until this point the line manager had a negative view of the individual and had not taken the time to identify the cause for their recent change in behaviour. This situation has now been addressed and the individual is feeling much better.

Tori Evans
People & Communications Manager

Kate Houston

From: Kate Houston
Sent: 10 July 2019 15:52
To: Jane Nutland
Subject: RE: Capture report

Hi Jane

These are snippets FYI:-

Average start and finish time from the 1st June until today's date:-

10/07/2019 15:33:53 **Average Start & Finish Times**

Cost Centre	Description
3	Housing

Clock No	Name	Average Start Time	Average Finish Time
416	Victoria McAndrew	08:59:32	17:02:00
	Cost Centre Average	**08:59:02**	**17:02:00**

This is her report ending in June, please note she ran over her parameters by 13 mins as explained we would deduct half a day or a full day but due to the low amount of minutes which she breached by on this occasion it was suggested to speak and highlight this error asking Victoria to make up the time in the next period :-

10/07/2019 15:37:14 **Flexitime Detailed**

For Period: 12/05/2019 To: 08/06/2019

Clock No	Name	Flexi Time Rule
416	Victoria McAndrew	V McAndrew - Mon/Tue 15hrs

Start Date	End Date	Bf Credit	Bf Debit	Attended	Prd Credit	Prd Debit	Leave Hrs	Cf Cr
12/05/2019	08/06/2019	00:00	00:36	28:53	00:06	01:13	00:00	0

	Start Time	Finish Time	Lunch Start	Lunch Finish	Attended	Contracted	Day Credit	Day Debit	Flexileave	Des
13/05/2019	08:57:39	17:02:52	12:29:41	12:58:21	07:36	07:30	00:06	00:00	00:00	Norr
14/05/2019	08:57:16	16:07:03	12:45:39	13:07:30	06:40	07:30	00:00	00:50	00:00	Norr
20/05/2019	09:00:00	17:00:00	12:45:00	13:15:00	07:30	07:30	00:00	00:00	00:00	Vict
21/05/2019	09:06:57	17:07:34	13:17:24	14:10:02	07:08	07:30	00:00	00:22	00:00	Norr
27/05/2019	09:00:00	17:00:00	12:45:00	13:15:00	07:30	07:30	00:00	00:00	00:00	Stat
28/05/2019	09:12:39	17:11:11	12:00:00	12:30:00	07:29	07:30	00:00	00:01	00:00	Norr
03/06/2019	09:00:00	17:00:00	12:45:00	13:15:00	07:30	07:30	00:00	00:00	00:00	Vict
04/06/2019	09:00:00	17:00:00	12:45:00	13:15:00	07:30	07:30	00:00	00:00	00:00	Vict

** End Of Period **

Balance Brought Forward
Period Balance
Balance Carried Forward

This is her flexi report ending on the in early July:-

10/07/2019 15:35:44

Flexitime Detailed

For Period: 09/06/2019 To: 06/07/2019

Clock No	Name	Flexi Time Rule
416	Victoria McAndrew	V McAndrew - Mon/Tue 15hrs

Start Date	End Date	Bf Credit	Bf Debit	Attended	Prd Credit	Prd Debit	Leave Hrs	Cf Cr
09/06/2019	06/07/2019	00:00	01:30	50:46	00:27	01:00	00:00	0

	Start Time	Finish Time	Lunch Start	Lunch Finish	Attended	Contracted	Day Credit	Day Debit	Flexileave	Desc
10/06/2019	08:56:46	16:54:53	12:04:08	12:38:33	07:24	07:30	00:00	00:06	00:00	Unkr
11/06/2019	08:54:07	17:03:52	12:04:07	12:41:29	07:32	07:30	00:02	00:00	00:00	Norn
17/06/2019	08:57:34	17:01:52	11:56:32	12:53:34	07:07	07:30	00:00	00:23	00:00	Norn
18/06/2019	08:59:17	17:01:47	12:05:32	12:27:34	07:32	07:30	00:02	00:00	00:00	Norn
24/06/2019	09:00:00	17:00:00	12:45:00	13:15:00	07:30	07:30	00:00	00:00	00:00	Victo
25/06/2019	09:15:09	17:04:28	11:58:25	12:34:48	07:13	07:30	00:00	00:17	00:00	Norn
01/07/2019	09:04:46	17:05:10	12:30:10	13:15:01	07:16	07:30	00:00	00:14	00:00	Norn
02/07/2019	08:41:08	17:04:05	13:39:46	13:57:55	07:53	07:30	00:23	00:00	00:00	Norn

** End Of Period **

Balance Brought Forward
Period Balance
Balance Carried Forward

Jane as you can see Victoria is over by 33 mins. Shall we discuss the way forward as you are not happy with her communication between the team re: hours and she has only got further into deficit in this period? Let me know when you are available to talk through the way forward and the options.

Kate
HR Advisor

From: Jane Nutland
Sent: 09 July 2019 09:08
To: Kate Houston; Joanne Thomas
Subject: Capture report

Hi both,

When you get chance please could you run me a report for V McAndrew? We last looked a couple of weeks ago and she was coming under her hours. I just want to keep an eye on it.

Thanks

Jane

From: Tom Waters
To: Kate Houston
Subject: Review of Recruitment Process Support
Date: 26 July 2019 11:47:32

Hi Kate

As requested please find below a little write up on how I found your support during my recent recruitment process. I hope it's the kind of thing you were looking for. I know you said it could be negative too but I really didn't find and negatives to write about! Thanks again.

Tom

Tomos Waters – Statement regarding the support and advice I received from HR during the recruitment of my Digital Support Assistant.

Background

I have been running the Get Connected Project for 2 years, a National Lottery funded provision assisting our tenants to get online, save money and stay safe. Due to an underspend I was able to re assign funds to hire an assistant for the third and final year. This was a fixed term post with quite specialist skills required.

Statement

At ateb we are assigned a member of the HR team to assist with the entire recruitment process. This was very useful as it allows for consistent decision making. I was assigned Kate Houston to assist and support me during the recruitment of a completely new post – Digital Support Assistant.

As this was a new post we had to start from scratch, creating a new role profile tailored to the new position. Kate gave me feedback and gave me similar role profiles as examples of good working practices. Kate was also instrumental in writing and wording interview questions.

Following the interview process and matrix scoring there were clearly two very employable candidates. There was just a single point between them based on their interview answers and both had very different skill sets, each equally relevant to the post. The decision was very difficult, and I requested Kates help to make a decision.

Firstly, Kate asked me to draw up a list of pros and cons which we went through for both candidates. Secondly, she then asked me to identify the top 3 requirements of the role and then decide which candidate would be better. This identified one of the candidates over the other, but I still had some reservations. The candidate with the edge had previously been in a high-level role for over 15 years and was also quite a few years older than me. I had concerns that the candidate wouldn't like being asked to do menial jobs such as photocopying, scanning and filing. We discussed my concerns and Kate reminded me that the person will be on probation and if they don't fulfil the role correctly then we would be within our rights to address that. Furthermore, she quite rightly pointed out that this particular candidate would be able to do 'extra' work activities that might take some of the project pressures/burden on me away. Kate was keen for me to go away and think about the decision, rightly saying I should sleep on it and come back tomorrow to re-evaluate the decision.

The following day we met again and chose the candidate with more managerial experience. The second candidate couldn't start for 6 weeks and whilst doing our top 3 requirements I noted I wanted someone to start as soon as possible to assist with the projects pressure, along with the fact the role was only 12 months. Kates calm, pragmatic, thoughtful approach was instrumental in my choosing the candidate.

Upon starting Kate gave me assistance with the induction process, and explained carefully how to go through the paperwork. Kate also had to give me training on the Achieve Framework, explaining how the Role Profile, Service Hubs and ateb's Strategic Aims interlink to the Framework. I don't think without this training I would have fully understood how they link up and come together.

Kate advised me (which I did) to set the new starter goals and targets in line with our department's objectives (service areas) and to explain to the new starter how they all link up. This helped him understand why we do what we do and assured him that is work is monitored and recognized. It also helped me set clear goals, appear organized to my new recruit and helped him understand what is expected of him and how it aligns with ateb's overall Vision and Strategic plan for the future.

Since he started, I have done two further Achieve chats and found them beneficial to planning. monitoring and setting new

objectives. Kate has given me confidence, skills and knowledge in order to do this.

I would also like to mention following the recruitment and selection process, Kate invited me to process map the recruitment and selection process with other line-managers. I was able to participate in creating new processes telling Kate what I thought worked well, what needed improving and offering ideas that I feel could benefit the process.



FORM A - Review Meeting

Name: [redacted]	**Post Title: Customer Services Co-ordinator**
Start Date: 18th February 2019	**Original Probationary Period End Date: 19th August 2019** **Extended Probationary Period End Date: 18th October 2019**
Date of Review Meeting: 28th June 2019	

SECTION A

Rating: 3 = exceeds standards 2 = meets standards 1 = below standards 0 = unacceptable

AREA OF CONCERN	COMMENTS	RATING 0 - 3
PROACTIVITY	[redacted] is not proactive in her approach to her work. When jobs/tasks are allocated to her there is a tendency for these not to be followed through. The line manager finds himself doing a lot of prompting and checking to ensure that tasks are completed, this is not something that is expected of this role, the overall purpose of which is to: "be responsible for co-ordinating all general customer services and sales related issues." [redacted] is not getting more involved in sales progression works and has not contributed/inputted into the development of the office systems to the level expected after four months of employment she would be expected to do this. It is clear that [redacted] does not like administrative work and prefers sales; however both are equally important within her role. There are examples of [redacted] not being proactive in terms of looking into issues: e.g. Intranet adverts: Early/mid March [redacted] was tasked with placing ads on PCC, Health Trust and the Police Intranets, 3 months later after some initial contact with PCC and the Health Board the task hadn't been completed or followed up on. SEAL Windows when [redacted] had to be chased to contact customers on Friday 21st June about visits on Monday 24th June. In an e-mail sent to the line	1

	manager on 21st June she advised that she was unable to contact a customer due to no e-mail or phone number being available. These were available on the office systems and would be easily accessible had [redacted] been proactive in looking at this.	
COMMUNICATION SKILLS & ATTITUDE	[redacted] does not come across as a team player, having repeatedly referred to "her sales", "her targets" etc. This has been raised by the line manager who has reminded her that there is a team approach to sales and targets within MBH however there has not been a significant change in her approach. There has been a noticeable change in the office since [redacted] started and there is tension between her and her admin colleague and the line manager. E.G. [redacted] is highly critical of individuals and processes and is very quick to "jump on" other's shortcomings. There is no real team approach to her work. It has been noted that [redacted] personal mobile phone usage is high.	
TRUST	Trust is important amongst colleagues particularly in a small team; [redacted] needs to focus on this area. E.G. Concerns have been raised with Kathryn [redacted] a workshop of mixed staff which was held in early June. During this she made several comments about her targets to several members of staff outside of MBH, these comments were incorrect. When challenged the next day by the line manager [redacted] stated that she could not remember what she had said. When challenged again by the line manager [redacted] recalled more of the conversation, however it still differed greatly from the conversation that the other members of staff had witnessed. The line manager was not satisfied with the explanation that [redacted] had given and explained that he needed to trust his team member; this situation has created a level of uncertainty as the line manager is unsure as to the accuracy of what he is being told by [redacted]. This is not acceptable particularly within a small team and further adds to the negative atmosphere within the team.	

RECOMMENDATIONS – TO BE COMPLETED BY LINE MANAGER
Please indicate as applicable:

I confirm that progress is not satisfactory and the probationary period will be extended as detailed above.

SECTION B - Performance Improvement Plan (PIP)

Detail areas of performance to be improved: (be specific, dates, examples)

Proactivity:
She needs to exhibit more enthusiasm towards her work and demonstrate greater willingness and initiative in helping colleagues and her line manager, particularly when asked. There needs to be a significant reduction in the amount of time that the line manager is spending chasing [redacted] to ensure that she has completed her tasks.

Communication Skills/Attitude:
[redacted] needs to take a more proactive approach to communicating with her colleagues, ensuring that she offers constructive criticism when necessary which should be followed up by support, help and advice where appropriate. She needs demonstrate a positive attitude to her colleagues and her team, focusing more on "team sales" and "team targets".

Whilst the line manager understands that from time to time personal mobile phone use is necessary, [redacted] is reminded that this should not be excessive. Her focus should be on her work and this links in with the earlier proactivity section. She is also reminded that as a supervisor she should be setting an example to those she manages.

Trust
It is extremely important that if [redacted] has any queries or concerns about her role or the work of MBH that she raises these with her line manager in the first instance. When challenged by her line manager it is crucial that [redacted] is accurate in her responses to ensure that a level of trust can be obtained in order to support positive working relationships.

Specify any additional support, training or development agreed to improve performance:

Review meeting arranged for: TBC

CONFIRMATORY SIGNATURES:
I have discussed my work performance with my Line Manager and have read and noted the contents of this report. I understand that if my performance is unsatisfactory and I fail to make the required improvements in the timescale set out then I am at risk of dismissal.

Employee signature and date:	Line Manager signature and date:

EV.30b

KH/KS
Kate Houston
01437 776952 - kate.houston@atebgroup.co.uk

millbay homes
quality living - affordable prices

28th June 2019

STRICTLY PRIVATE & CONFIDENTIAL
FOR ADDRESSEE ONLY

[redacted]

Dear [redacted],

Re: Performance Improvement Plan (PIP) - Extended Probationary Period

I am writing to confirm the outcome of the meeting today with Matthew Owens - Operations Manager, the purpose of which was to discuss some concerns he had in relation to your performance as Customer Services Co-ordinator.

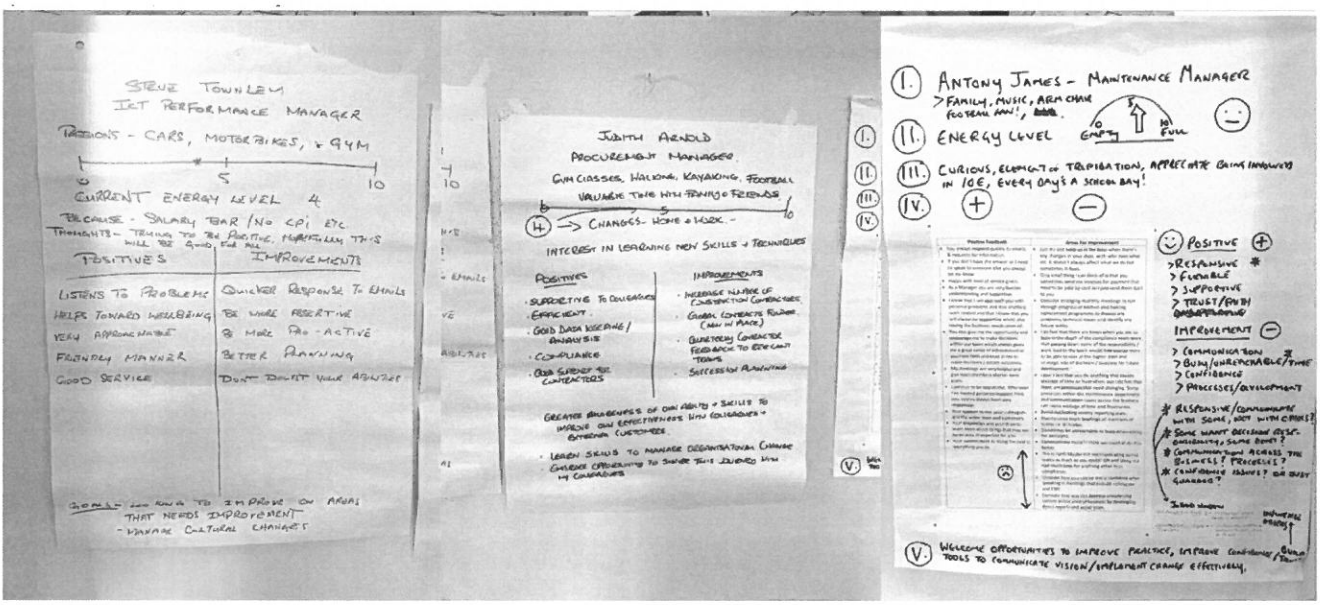
Matt raised a number of issues which are detailed on the attached PIP and he explained the level of performance that he was expecting over the next few months. In order to allow you sufficient time to demonstrate a sustained improvement, your probationary period has been extended until 18th October 2019. We will arrange to review this towards the end of August 2019.

I explained to you that it was very important that you raise any concerns or queries in relation to the issues raised in this PIP as if your performance remains unsatisfactory and you fail to make the required improvements in the necessary timescales, you are at risk of dismissal.

Yours sincerely

Kate Houston
HR Assistant

Cc: File


STEVE TOWNLEY
IRT PERFORMANCE MANAGER
PASSIONS - CARS, MOTORBIKES, & GYM
0 5 10
CURRENT ENERGY LEVEL 4
BECAUSE - SALARY FREEZE / NO CPI ETC
THOUGHTS - TRYING TO BE POSITIVE, HOPEFULLY THIS WILL BE GOOD FOR ALL
POSITIVES
IMPROVEMENTS
LISTENS TO PROBLEMS
QUICKER RESPONSE TO EMAILS
HELPS TOWARD WELLBEING
BE MORE ASSERTIVE
VERY APPROACHABLE
BE MORE PRO-ACTIVE
FRIENDLY MANNER
BETTER PLANNING
GOOD SERVICE
DON'T DELETE YOUR ARMREST
GOALS - HOW AM I TO IMPROVE ON AREAS THAT NEEDS IMPROVEMENT
- MANAGE CULTURAL CHANGES
JUDITH ARNOLD
PROCUREMENT MANAGER
GYM CLASSES, WALKING, KAYAKING, FOOTBALL
VOLUNTEER TIME WITH FAMILY & FRIENDS
0 5 10
(II.) ENERGY LEVEL
(III.) CURIOUS, ELEMENT OF TRIBULATION, APPRECIATE GOING INDOORS
(IV.)
(V.)
(I.) ANTONY JAMES - MAINTENANCE MANAGER
> FAMILY, MUSIC, ARM CHAIR FOOTBALL FAN!,
EMPTY FULL
(II.) 4 => CHANGES - HOME & WORK -
INTEREST IN LEARNING NEW SKILLS & TECHNIQUES
POSITIVES
· SUPPORTIVE TO COLLEAGUES
· EFFICIENT.
· GOOD DATA KEEPING / ANALYSIS
· COMPLIANCE
· GOOD SUPPORT TO CONTRACTORS
IMPROVEMENTS
· MESSAGE IS LOST OF CONSTRUCTION CONTRACTORS
· GOOGLE CONTRACTS RUNNING OVER (NOW IN PLACE)
· QUESTIONS CONNECTED FEEDBACK TO EFFICIENT TEAMS
· SUCCESSION PLANNING
GREATER AWARENESS OF OWN ABILITY & SKILLS TO IMPROVE OWN EFFECTIVENESS WITH COLLEAGUES & EXTERNAL CUSTOMERS
· LEARN SKILLS TO MANAGE ORGANISATIONAL CHANGE CHALLENGE EFFECTIVELY TO SHARE THIS LEARNED WITH MY COLLEAGUES
Positive Feedback
Areas for improvement
POSITIVE
>RESPONSIVE
> FLEXIBLE
> SUPPORTIVE
> TRUST/FAITH
IMPROVEMENT
> COMMUNICATION
> BUMF/UNPRECIABLE/TIME
> CONFIDENCE
> PROCESSES/DEVELOPMENT
* RESPONSIVE/COMMUNICATOR WITH SOME, NOT WITH OTHERS?
* SOME WANT DECISIONS QUICK - CONSISTENCY, SOME DON'T?
* COMMUNICATION ACROSS THE BUSINESS? PROCESS?
* CONFIDENCE ISSUES? OR JUST GUARDED?
(V.) WILL ENJOY OPPORTUNITIES TO IMPROVE PRACTICE, IMPROVE CONFIDENCE / BUILD TOOLS TO COMMUNICATE VISION / IMPLEMENT CHANGE EFFECTIVELY.

ateb
Memo

To: Suzanne Hobday, Finance Officer

From: Group Chief Executive

Date: August 2019

Re: **August salary**

Would you kindly make the following amendments to the August payroll.

[redacted] – **Customer Services Advisor**
Temporary variation to working pattern from 16th September 2019 ending on the 1st July 2020 – working Tuesday and Wednesday 15 hours per week (7 hours 30 minutes daily). Returning to original working pattern of Monday and Tuesday 15 hours per week from 6th July 2020. No change to salary.

Please note other salary payments have been removed from this memo due to confidentiality

EV.32b

[redacted]

25/07/19

Dear [redacted],

Re: Flexible Working Application – (Temporary Variation to Terms and Conditions)

Following your recent meeting with [redacted] – Contact Centre Supervisor on the 2nd July 2019 to discuss your flexible working application, I am writing to confirm the temporary variation to your terms and conditions.

As discussed, Jane Nutland was able to accommodate your application to change your working pattern. With effect from week commencing the 16th September 2019, your working pattern will change to Tuesday and Wednesday, working 15 hours per week (9am – 5pm daily). There will be no change to your salary.

Your temporary variation will end on the 1st July 2020 therefore, you will return to your original working pattern on the 6th July 2020, working Monday and Friday – 15 hours per week (9am – 5pm daily).

All other terms and conditions of employment, as set out in your main statement of terms and conditions, will continue to apply to this temporary variation (including the notice provisions) and your employment with ateb will be continuous for statutory purposes.

If you wish to accept this temporary variation as set out in this letter, could you please sign the attached slip and return it to me no later than the 2nd August 2019.

If you have any queries, please do not hesitate to contact me.

Kind regards

Kate Houston
HR Advisor
T: 01437 776952
E: kate.houston@atebgroup.co.uk

Mae grŵp cyfyngedig ateb yn gymdeithas gofrestredig cydnabyddedig FCA. Reg. Rhif 23308R, landlord cymdeithasol cofrestredig gyda Llywodraeth Cymru. Reg. Dim PO72 ac mae'n aelod o Gymuned Tai Cymru. ateb group limited is a registered society with the FCA. Reg. No 23308R, a registered social landlord with the Welsh Government. Reg. No PO72 and is a member of Community Housing Cymru.

I [redacted] accept the offer of a temporary variation to my working pattern as detailed in the letter sent on the 25th July 2019. I understand the temporary variation will take effect from week commencing the 16th September 2019 until the 1st July 2020 and that there will be no change to my salary.

Signed:

Date:

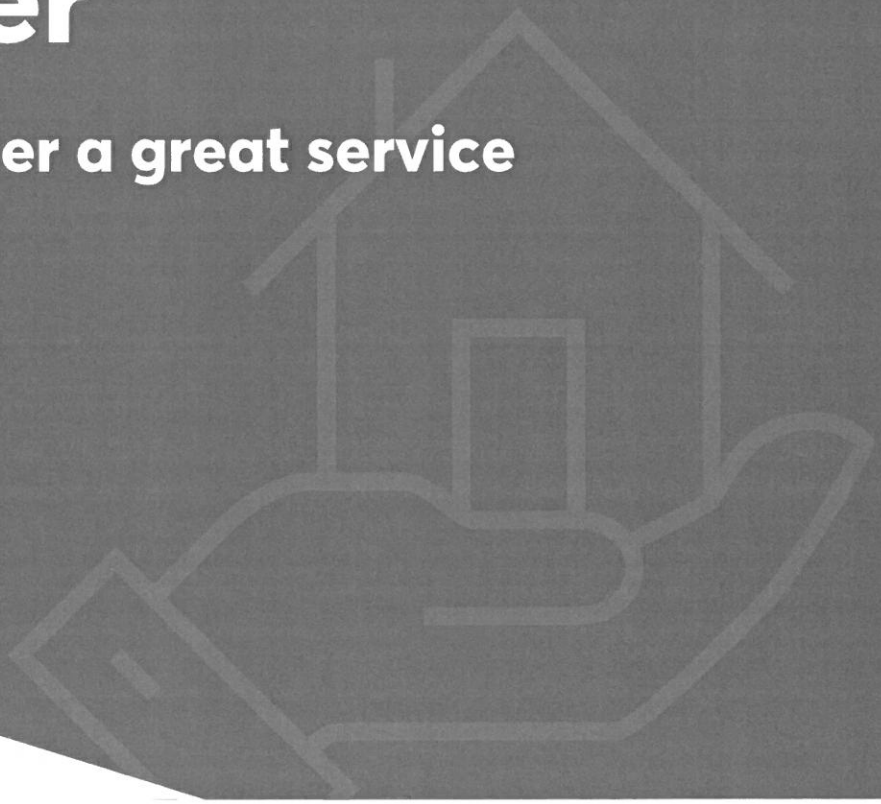
Meyler House, St. Thomas' Green, Haverfordwest, Pembrokeshire, SA61 1QP Tŷ Meyler, St. Thomas' Green, Hwlffordd, Sir Benfro, SA61 1QP
01437 763688 hello@atebgroup.co.uk atebgroup.co.uk

Mae grŵp cyfyngedig ateb yn gymdeithas gofrestredig gyda'r FCA. Reg. Rhif 23308R, landlord cymdeithasol cofrestredig gyda Llywodraeth Cymru, Reg. Rhif PO72 ac mae'n aelod o Gymuned Tai Cymru. ateb group limited is a registered society with the FCA. Reg. No 23308R, a registered social landlord with the Welsh Government. Reg. No PO72 and is a member of Community Housing Cymru.

EV.33

#4 Deliver

How we will deliver a great service



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4/ Introduction

5/ Value for Money

6/ VFM – Our Definition

7/ VFM – Optimum Service Delivery

8/ Service Delivery Plan

9/ Service Hubs

10/ Customers At The Heart Of Our Service Delivery

11/ Service Expectations

12/ Service Processes

13/ Service Reviews

14/ Service Delivery Report

15/ Summary

DNA questions for interview used so far:

- Ateb aims to create trusting environment for its employees – what does this look like for you? Give examples.

- One attribute of Ateb's DNA is Getting Things Done by being flexible. What do you think are the advantages of being flexible in this role? Please provide examples from your experience?

- How do you feel about working on your own initiative? Give examples.

- Another of Ateb's attributes is Good Communication – can you give some examples where you've displayed good communication skills.

- How will you demonstrate "a positive attitude/can do attitude" in your workplace?

- At Ateb, we have a collective responsibility to live our DNA which is trust, togetherness and empowerment. We set ourselves high standards when it comes to providing excellent customer service and meeting customers' needs at the first point of contact. How will you ensure we achieve this and also continually improve?

- Ateb's DNA focuses on trust, togetherness and empowerment. What do these three things mean to you?

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24th June 2019

Our Future Workplace

Final Proposals for Consultation

Dear Colleague,

Thank you for attending the presentations on our **Future Workplace** and how we want to work @ ateb and for reviewing our communications that followed. I would like to thank everyone who provided feedback on the draft proposals presented. I am pleased to confirm that we are now in a position to commence more formal consultation with you regarding these proposed changes.

The proposed changes are set out in the enclosed summary pack which contains the final proposals in relation to:

> Working @ ateb – principles that will govern the way we work at ateb in the future, together with information that will help you get the best out of your time with us;

> Main statement of terms and conditions.

The final proposals are all set out in the pack and include the following:

> Increase in annual leave to **30 days**;

> Flexi time to be removed and replaced with the Trust Clock;

> Attendance Bonus to be removed and replaced with the Wellbeing Initiative;

> Compassionate leave of five days will be replaced with more flexible special leave.



Should you have any questions or concerns at all about the proposals, please do contact a member of the HR Team to discuss further by **26th July 2019.** As we have indicated previously, this consultation will not include pay or remuneration as we will need more time to look at this; the next benchmarking is not due until **2020/21**.

We will therefore not be including the following in this consultation process:

> Pay and salary benchmarking

> Overtime and on-call rates

> Learning and Development supplements

> Essential car user allowance and mileage rates

> PIPS – we have already undertaken some consultation with you and we will be notifying you of the Board's decision in relation to this at the end of this Future Workplace consultation process. However we will be consulting with you on PIPS again as it will form part of the wider Pay & Remuneration review in **2020/21**

This consultation period is due to end on **26th July 2019**. We will write to you again once this formal consultation period has finished letting you know the next steps. If these proposals are approved we will need to invest in new technology to enable some things to be implemented i.e. taking annual leave in hours; That's not to say we will hold everything else up while we wait for this to happen. We will work with i2i and you to look at an implementation plan to deliver Our Future Workplace.

We are currently in the process of developing Role Profiles for all roles across the group and we aim to issue these when we formally notify you of the outcome of this formal consultation.

If you would like to comment on these proposals then please send these to HR no later than **26th July 2019.**

Kind Regards,
Nick Hampshire

The Proposal:

Working @ ateb

Helping you get the best
of your time with us...

ateb *better living solutions*

3/ Introduction

4/ Leading Principle

5/ Supporting Principles

8/ Our take on Equality & Diversity

9/ Benefits

10/ Rates, Allowance and other things

11/ Small Print

14/ Appendix 1 – Trust Clock

15/ Appendix 2 – Wellbeing Initiative

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ateb
better living solutions

Performance Incentive Partnership Scheme

What does it mean for me?

You will be eligible to participate in ateb group limited Performance Incentive Partnership Scheme ("the Scheme") if you have successfully completed your probationary period. The scheme pays an annual award which is subject to ateb group meeting targets set by the Board and individuals meeting performance criteria.

Scheme Principles
The Scheme operates within the period 1 April to 31 March, and will be subdivided into quarters for monitoring purposes, these being:

- 1 April to 30 June
- 1 July to 30 September
- 1 October to 31 December
- 1 January to 31 March

The level of award given to you will depend on the performance rating you receive via the Scheme. ateb group will aim to make payments in the July payroll subject to the statutory accounts being signed off by the Board. Payments will be non-consolidated and will be subject to tax and NI deductions.

How will my performance be measured?
You will have quarterly reviews with your manager, one of which will incorporate your annual appraisal. Your performance will be measured throughout the year in three areas, each of which has been allocated a weighting in relation to its contribution to the overall award. These three areas are:

- **Performance/Objectives – 40% of the weighting**
  Your manager should agree your objectives with you during your appraisal. In addition to these, you may be given additional targets to achieve throughout the year. During each quarterly review your performance will be assessed against these targets and you will receive a:
  Green award - if you meet your objectives/targets
  Amber award – if you are close to meeting your objectives/targets
  Red award – if you are significantly below your objectives/targets

It is important therefore, that you clearly understand your objectives and targets as your performance will be measured against these: - what is expected of you and by when?

- **Attendance – 40% of the weighting**
  Your sickness absence is monitored on a quarterly basis using the absence triggers set out in the Absence Management Procedure (2+ absences in a rolling 3 months, 4+ absences in a rolling 12 months). You will receive a:
  Green award - if you have no sickness absence
  Amber award – if your absence levels hit one trigger
  Red award – if your absence levels hit two triggers

- **Discipline – 20% of the weighting**
  You will receive a:
  Green award - if you have no Performance Improvement Plan/disciplinary warning in place
  Amber award – if you are subject to a Performance Improvement Plan at any time during the quarter
  Red award – if you have a current disciplinary warning on your file

The information in relation to your performance/objectives, absence and discipline will be recorded on a matrix, an example of which can be seen below.

How will it work?
As mentioned above, your performance will be measured each quarter in three areas and you will be given a green, amber or red award. This in turn affects the overall percentage that you receive at the end of the year as follows:

Green award – 100% of weighting
Amber award – 50% of weighting
Red award – 0% of weighting

You can see from the example matrix below that A Smith has received an overall score of 80% at the end of the year which means that A Smith will receive 80% of the 2% award.

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EXAMPLE MATRIX
Scheme Year: April 2010 to March 2011
Name: A Smith
Department: Central
Manager: B Smith

Measurement	Weighting	Q1	Q2	Q3	Q4	%
Performance/Objectives	40%	G (10%)	G (10%)	G (10%)	G (10%)	**40%**
Attendance	40%	G (10%)	G (10%)	A (5%)	R (0%)	**25%**
Discipline	20%	G (5%)	G (5%)	G (5%)	R (0%)	**15%**
					Total Award to be paid	**80%**

2011/2012 Scheme
For the 2011/12 financial year the target set by the Board is to reduce operating costs (excluding depreciation) by £100,000. This equates to approximately 2%. For the C&R Agency 2% of operating costs equates to a target of £11,000.

If this target is achieved all participating staff will be eligible to receive an award equivalent to 2% of their basic salary for 2011/12.

As this is the first year of the Scheme, we need to make some adjustments to the timing of our appraisals. As a result of this you will have an appraisal in October 2011 and one in April 2012. From April 2012 onwards you will have one annual appraisal which will take place in April.

Your first quarterly review is due in July 2011.

Still have some questions?
The Performance Incentive Partnership Scheme is now on the intranet if you would like to read this. It can be found under Resources, HR, Employee Information. Alternatively you can speak to your Department Manager or HR.

DNA

The ateb group leadership hierarchy is as follows:



ateb group will continually develop its leadership style.
We have the following leadership groupings within our team structure:

Level	Title	Leadership Role
1	Board	Governance
2	Chief Executive	Overall leadership framework responsibility
3	Director	Leads on the development and translation of strategic priorities to meet our strategic aims
4	Manager	Leads one or more service areas as detailed in the Service Delivery Plan
5	Team or Service Leader	Leads a particular team or service
6	Delivery Leads	Leads on aspects of service delivery

ateb group recognises that great leadership must exist throughout the organisation. The leadership hierarchy must encourage a leadership style throughout the ateb group that:

- > Promotes our Purpose
- > Supports our DNA
- > Sets clear outcomes for our efforts
- > Defines operating boundaries and risk
- > Promotes learning over failure
- > Supports colleagues to experiment to achieve more
- > Appreciates colleagues' achievements, efforts and commitment

We believe that good leaders will always:

1/ Pay **attention** to people

2/ **Understand** people needs

3/ Show **empathy** in their response

4/ Help to **resolve** issues

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