



TITLE		REF	VERSION
Workplace Standards Policy		HR037	3
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## WORKPLACE STANDARDS POLICY

### Policy Statement

If people are the greatest creators of value in organisations, then good performance management is critical for an organisation's success. Activate Learning aim to deliver the highest quality learning experience to our students, to inspire and develop talent for business. To succeed, we expect our employees to set a personal example by having the highest standards of behaviour and act in a way which is consistent with our values and with our Learning Philosophy. Employees need to understand what's expected of them, and to achieve those goals their performance must be managed so that they're motivated, have the necessary skills, resources and support, and are accountable.

The Workplace Standards Policy is intended to provide a framework for managers to guide employees and to ensure all employees are given the best possible opportunity at understanding and meeting organisational standards of behaviour, attributes, job role requirements and capabilities to undertake the role successfully, and to be fully inducted into the organisation. The policy also provides a framework for changes to job roles through restructuring and job redesign, and at times when employees are unable to attend work due to health reasons.

### Background

This policy was developed to cover the majority of employee related policies that relate to performance, development and job role changes during an employee's employment with Activate Learning. It is supported by 7 procedure documents that include induction, probation, sickness absence, grievance, disciplinary, capability and organisational change.

### Purpose

It is our expectation that all employees will fully apply themselves to their work and work to the best of their ability; whilst conducting themselves in accordance with our published Professional Conduct Policy, our other rules, policies and procedures and in support of our values and our Learning Philosophy. This policy will support effective performance management by providing a framework for managers to use and for HR to provide guidance on, which is fundamental to the effectiveness of any organisation achieving its goals and objectives by getting the best out of the people that work for the organisation. Each person can make a difference. Collectively, a workforce that performs at high levels can help the organisation survive and prosper in a competitive marketplace.

### Scope

This policy applies to all employees, and exemptions apply where specified in the individual procedures such as Disciplinary and Capability. Agency staff, contractors, consultants and those working under self-employed arrangements are not employees of Activate Learning and so are not covered by the scope of this Policy.

### Responsibilities

Effective performance management depends on the quality of the supervisory and people management skills of those responsible for managing the organisation's workforce.

The skills of the organisation's people managers (its team leaders, supervisors and line managers) depend, in turn, on the effectiveness of the organisation's broader practices and policies.

Line managers are responsible for ensuring the Workplace Standards Policy and supporting procedures are used to ensure effective performance management is in place for all employees. Group HR will provide advice

to line managers and will support the use of the associated procedures as and when required during formal stages, and will ensure the policy and procedures are kept up to date to meet organisational needs and to ensure legal compliance.

### **Workplace Standards Policy and Associated Procedures**

The Workplace Standards Policy is supported by the following procedures and therefore should be read in conjunction with this overarching policy:

- Induction Procedure
- Probation Procedure
- Capability Procedure
- Grievance Procedure
- Disciplinary Procedure
- Sickness Absence Procedure
- Organisational Change Procedure.

The following is a brief outline of the intentions of each procedure.

#### **Induction Procedure**

Induction may be viewed either as the final stage in the recruitment process, or as the first stage of a new employee's employment. Either way, an effective programme of induction will help to ensure that new employees to Activate Learning settle in well, and gain an understanding of the organisation and its policies, procedures and culture as early as possible, and become effective and stay motivated during their time with the organisation.

A well-planned induction programme will lay the foundation for a positive working relationship that can be built on over time. The induction period lasts for six months.

#### **Probation Procedure**

Effective probation is vital both for career development and as a means of assessing an employee's competence to do the job to which they are appointed. Probation must not be simply a paper exercise, but a continuing process. It gives the employee the opportunity to develop, with relevant guidance, the necessary skills to carry out the job effectively and to develop their career. At the same time, it enables the organisation to assess the contribution of a new employee and to ensure that they fulfil the requirements of the post. It can therefore be seen both as a period of training for the individual, with consequential benefits to the organization. The probation period lasts for six months and should be used in conjunction with the induction procedure.

#### **Capability Procedure**

The capability procedure is designed to provide a constructive framework within which to help employees who are failing to achieve a satisfactory level of performance at work to fulfil the duties of their role to the required standard. The procedure will support line managers to ensure staff are clear about the standards of performance expected of them and to allow a fair, consistent and reasonable opportunity for employees to achieve these standards and arrange relevant and reasonable support or training where appropriate.

#### **Grievance Procedure**

Two-way communication between employees and their line manager is actively encouraged at Activate Learning to ensure that questions and problems arising in connection with an employee's terms and conditions of employment and in their day-to-day work with each other are resolved quickly and to the satisfaction of all concerned. Where an employee still feels the need to pursue further action as their query about employment, work, working relationships or their working environment has not been answered or dealt with satisfactorily by their line manager then the employee can utilise the Grievance Procedure.

#### **Disciplinary Procedure**

The disciplinary procedure is a process for dealing with perceived employee misconduct in a fair, consistent and legal way. Depending on the severity of the transgression, there are different avenues an organisation may take to deal with the misconduct, ranging from an informal discussion with a manager to more formal proceedings as laid out in the Disciplinary Procedure.

The purpose of a Disciplinary Procedure is to ensure that employees reach the standards expected of them, both in terms of their behaviour and their performance. Despite the name, initiating disciplinary procedures is not *all* about reprimanding employees; it's also about working with employees to maintain high standards of conduct and competence, and encouraging improvement if they fall below these standards. It also provides an opportunity for employees to present their the events from their perspective.

### **Sickness Absence Procedure**

Activate Learning is committed to promoting the health and wellbeing of all employees. This policy and the associated guidance aim to promote supportive and effective management of absence due to ill-health (commonly known as sickness absence) and that any support is considered as early as possible.

The Sickness Absence Procedure aims to maximise employee attendance while recognising that there are occasions when employees may be unable to attend work due to their own ill-health and will provide a clear framework for reporting and recording sickness absence and outlines the fair and consistent management of short and long-term sickness absence across the organisation. It also ensures that employees have the support they need from their managers, as well as access to support services provided by Activate Learning.

### **Organisational Change Procedure**

Change, and the need for change in the workplace can arise for a variety of reasons and the impact of change can also differ greatly. In recognition of this, Activate Learning will take steps to engage and support staff, in consultation with recognised Trade Unions and other stakeholders appropriately during any significant workplace change. It is the organisation's aim to maintain and enhance the efficiency with which its core purposes are carried out while seeking to safeguard current and future employment of staff. The Organisational Change Procedure will provide guidance on what happens during when restructuring takes place and redundancy avoidance, redeployment, and redundancy are to be handled in order to establish fair, robust, and transparent principles and processes to be followed so that the organisation's interests are protected and staff are treated fairly. It is the intention that this will also be used by Activate Learning's managers to help ensure change is managed positively, effectively and consistently.

### **References**

Induction Procedure  
Probation Procedure  
Grievance Procedure  
Disciplinary Procedure  
Capability Procedure  
Sickness Absence Procedure  
Organisational Change Procedure

### **Appendices**

N/A