



ABILITY · EQUALITY · INDEPENDENCE

Grace Eyre Managers Guide

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Contact Person:	HR Manager
Who is the guide for?	
All GEF Managers:	Yes

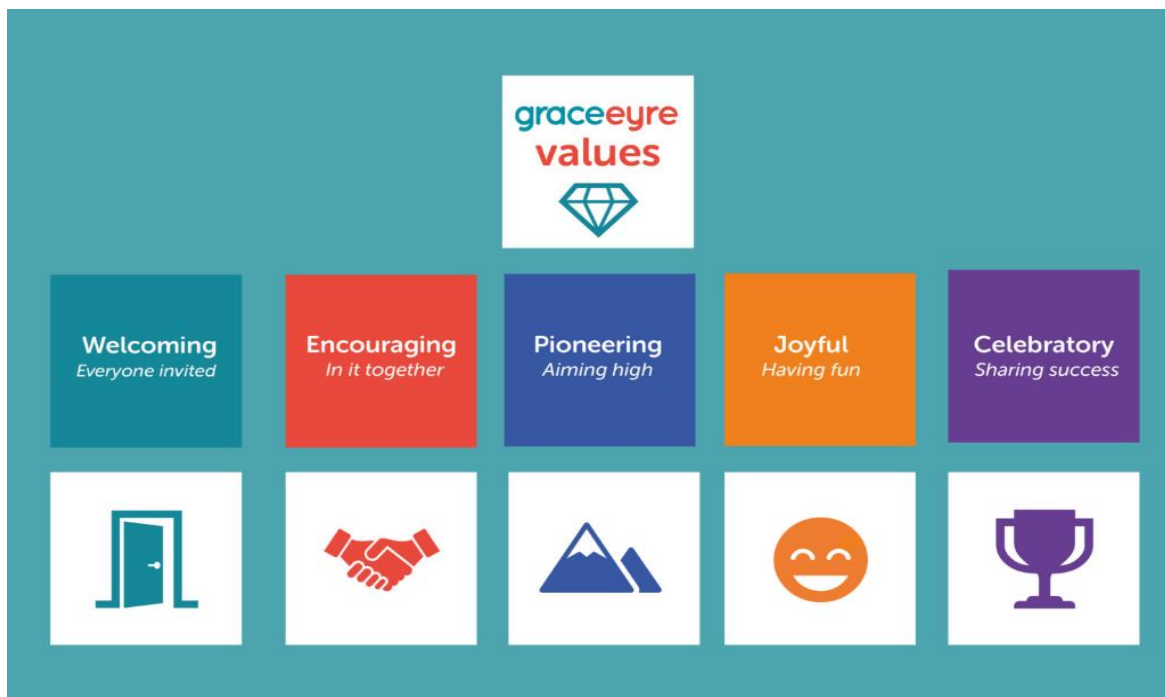
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Expectations of a Grace Eyre Manager

Grace Eyre Values

Our values are a set of core ethics that define behaviours and beliefs that guide the organisation forward. As a manager you have additional responsibility to set a good example and to coach and direct your staff to ensure everyone upholds our values which are listed below.



The code of conduct sets out the ways in which you can ensure you are role modelling the behaviours which Grace Eyre expects.

Leadership Training Modules

All managers are required to complete the leadership training modules. The full list of course details can be found here: [Welcome-brochureV1.pdf \(grace-eyre.org\)](#)

Learning and development will book you onto the course sessions and you should make every effort to attend the courses.

Line manager responsibilities

As a line manager, your central role is ensuring, through the work of your team, that the objectives of the department and organisation are met.

Typical areas of responsibility include:

- work organisation and allocation
- handling budgets and managing operational costs
- recruitment, induction and probation
- recognition, motivation and engagement

- performance management and appraisal
- training, coaching and staff development
- managing family and annual leave
- handling flexible working requests
- monitoring and managing sickness absence proactively
- handling disciplinary and grievance issues
- team members' wellbeing
- handling redundancies.

New Starters and Inductions

Corporate Induction

All new starters need to attend the corporate induction. Learning and Development will email all managers with dates and availability of the corporate induction. You will need to book your staff member on this course.

Local induction

To support your new starter in joining Grace Eyre you will need to complete a local induction with them. A checklist template can be found here: S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Local induction

Salesforce training

Basic salesforce training is provided in the corporate induction. You will need to train your new starter on the main areas of salesforce they will be using.

Buddies and shadowing

Depending on the role you may need to buddy your new starter or support their learning with shadow shifts.

Developing your team

Organisations with a regular feedback culture report better engagement levels and stronger performance than those that do not have an established feedback culture. An effective performance review process can play a big role in developing employees' performance.

Often, we refer to feedback as positive or negative. Instead, it is helpful to think about the reason for giving feedback as "reinforcing" or "redirecting". This can help to frame the conversation and remove negative feelings around giving feedback, and thereby help to improve performance. This should always be the intention of giving feedback.

All development meetings should be recorded on salesforce in staff members development masters.

Probation Reviews

All new employees are on probation for the first 6 months. You should arrange monthly meetings with the new member of staff and document the meetings on salesforce and on the

Probation Assessment form found here: <S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Probation forms>

Reviews during probation

During each meeting you should provide feedback about performance and progress, and, should there be any problem areas, raise these as soon as possible with a view to resolving them. You should provide guidance and support to arrange any necessary training or coaching.

Documenting Reviews

After each probation review, you should document that the review has been completed by adding the date of the review into salesforce under 'staff development master'. In the probation tab, select the relevant meeting month number.

When passing a probation log the probation meeting and tick the '**Passed Probation?**' box and include the date the probation was passed. This will generate a notification to HR who will send written confirmation.

Essential and service specific training and the corporate induction

All department specific essential training and the corporate induction must be completed in order to pass probation. If the essential training or corporate induction has not been completed you will need to extend their probationary period until it is completed. Please contact training@grace-eyre.org for training support and information on the corporate induction.

Extending probationary period

Probationary periods can only normally be extended for up to 3 months. An extension should only be granted if you feel it is likely that an extension to the probation period may lead to improvement. Circumstances when you may wish to extend include;

- Performance needs to improve
- More time is needed to meet targets / complete training
- Essential training and/or corporate induction not completed
- Improve attendance or punctuality
- Correct general conduct within the workplace
- Learn a new skill that will allow them to meet required standards
- Either you or the employee has been absent for an extended period of time during the probation period.

Before extending a probation period you should advise HR of your intention.

If an extension to the probation period is agreed, you should complete the 'Outcome: Extension' part of the Probation Assessment Form. All fields should be completed, and the extension should be documented on salesforce. The completed extension form should be sent to HR who will confirm the extension in writing to the employee.

End of probation

The final review must be conducted on or shortly before the date on which the employee's probationary period comes to an end.

If the employee has passed their probationary period both employee and manager should sign the probation form and return to HR.

On completion of the probation HR will give employees the opportunity to discuss training, the induction process and to get feedback on their first 6 months with Grace Eyre.

If the employee's performance has not met the standards required by the organisation, you should discuss the matter with the HR department as soon as possible and before the final review and making any decision to extend or terminate the employee's employment.

Unsuccessful probation

If an employee's performance while on probation has been unsatisfactory and it is thought unlikely that further training or support would lead to a satisfactory level of improvement, the employment can be terminated.

We should allow the employee to complete the designated period of probation rather than terminating employment before the probation has come to an end. This is to give the employee a full opportunity to come up to the required standards. If, however, there is clear evidence prior to the end of the period of probation that suggests the employee is wholly unsuitable for the role, you should consult HR with a view to terminating the employee's contract early.

Where a decision is taken to terminate the employment, the employee must be invited to a meeting to discuss this and be informed of the reason for the termination. The employee will have the right to be accompanied to the meeting by a work colleague or trade union official. The organisation will write to the employee confirming the termination and the reason for it. The employee will be given an opportunity to appeal the decision.

How to fill in each section

Objectives for the probation period – Agree work projects or tasks that will need to be delivered during the probation period - discuss and agree action points and dates.

Standards and Behaviour – Discuss Grace Eyre's values and charter, how it will be incorporated within their role and explain the standards of behaviour expected of all Grace Eyre staff.

Training – Essential and service specific training can be found on the employee's training master and in the Grace Eyre Essential Training Brochure 2021 which can be found in the Learning and Development button in the staff area of the website. Discuss when this should be completed and any additional training that may be required.

Observed practice/feedback – Feedback on observed practices – what went well, what could be improved? Give the employee an opportunity to discuss any feedback they might have received from a service user, a fellow team member or external contact. A chance to document any formal/informal conversations you might have had via phone/email or in person that form part of your current work plan.

Essential and service specific training – Discuss what training has been completed, dates of future training and any other training requirements. Refer to the staff training master on salesforce.

Summary / Outcome of meeting – Summarise the outcome of the review, are there any actions you or the employee need to complete following the meeting?

Core competencies for success – Score the employee on each competency. Give examples and explain why you have scored the employee where you have and how, if

required, they can improve. Discuss with the employee where they feel they score and allow them an opportunity to give examples.

Communication	Communicating effectively both verbally, non-verbally and in writing within GE and externally. Have the ability to listen and understand others and communicate this to them.
Attendance	Ensuring staff are dependable members of our team. Has there been any lateness or absences? Why?
Time Keeping	
Teamwork	Working well with both the immediate team and the wider team in GE with a focus on ensuring a positive working environment.
Conduct and Attitude	Maintaining positive attitudes and behaving in a professional manner.
Accountability and responsibility	Being responsible, accountable and always acting in the best interests of the Service User and Grace Eyre
Quality of Work	Keeping standards of work consistently high to ensure Grace Eyre offer the best possible services.
Growth mind set	Thinking outside the box, looking for new opportunities, not being afraid to put new ideas or ambitious plans forward to help ensure the continued success of Grace Eyre
Charter	Always having the Grace Eyre charter at the top of mind.

One to ones

Effective one to ones

An effective one to one will:

- give rise to a shared understanding of expectations;
- generate feedback;
- give recognition to employees; and
- help employees to feel that they are contributing towards success.

Expectations

There is a one to one template here: S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\One to One

Meetings should be held in a confidential space, and you should put aside enough time to have a meaningful meeting. Notes should be taken on the one to one template and saved in their file, a copy should also be sent to the employee.

Our performance management policy outlines the frequency, purpose and discussion points of one to ones.

Team meetings

During your team meetings you may want to discuss:

- Current issues
- Development opportunities
- Projects for the team
- Team updates
- Service updates
- What's going on in the wider organisation

It is good practice to make notes of what is discussed during your team meetings. These can be referred to at a later date and shared with those who could not attend.

It is recommended team meetings are held at least once per month.

Annual leave and other leave

Annual Leave

Staff should book their annual leave on salesforce for your approval.

Annual leave may be declined if you are unable to accept their request due to inability to arrange workload or cover.

Staff can carry over one week's leave to the next year. This must be done manually. You may need to do this yourself, or your administrator may do this.

You should discuss with your team how you will fairly approve leave during periods in which you may receive lots of requests i.e., during school holidays.

Unauthorised absence

Unauthorised absence is unpaid. Any unauthorised absence should be discussed with the staff member as this could be a conduct issue.

Emergency time off for dependants / carers leave / compassionate leave Staff are entitled to one-week paid time off for each of the above per 12 months. You should check if they have enough entitlement before booking these the leave will be unpaid if they have used their entitlement.

Emergency time off for dependants should only be used in emergencies and not for planned appointments.

Managing misconduct

Misconduct or capability

Is it important to distinguish misconduct from capability. Misconduct is any type of behaviour or conduct at work that falls below the standard required or is in breach of a policy or rule.

Lack of capability is where no matter how hard an employee tries, they are simply unable to perform the job to the standard required. If, however, an employee fails to come up to the required standard as a result of their own carelessness, negligence or lack of effort, this could be regarded as misconduct because such behaviour is within the employee's control. Capability issues should be dealt with under HR03 – Performance Management Policy.

Informally dealing with minor misconduct

As a first step in tackling unsatisfactory behaviour or in the event minor misconduct you should hold an informal meeting with the employee to make them aware of how and why the behaviour in question is causing a problem.

During the meeting you should;

- Ensure that the employee understands why their conduct is unacceptable
- Seek agreement on making sure that the behaviour does not continue or recur
- Set clear expectations
- Set a review period of when their conduct will be reviewed
- Ask the employee for explanation on their conduct as there may be contributing factors that need to be accounted for (an example could be the employee is stressed and a stress risk assessment should be completed).

Despite the fact that the discussion is informal, you should take record of the meeting and send a copy of the HR department to be kept on the employees file.

Gross Misconduct

If you suspect an employee's actions amount to gross misconduct, you should contact HR as soon as possible. Gross misconduct is misconduct which is serious enough it could lead to summary dismissal (dismissal without notice).

Even in cases of gross misconduct, the usual disciplinary process and policy must be followed.

Suspension

Suspending an employee while an investigation takes place may be necessary in certain circumstances. Examples where you might need to suspend an employee could be;

- If proven, the employee's conduct would be sufficiently serious to be grounds for summary dismissal
- If there are grounds to believe that the employee might deliberately cause damage if allowed to remain at the workplace
- The employee's continuing presence at work might prejudice the investigation in some way
- The employee has acted in a violent way or threatened violence
- The employee has been accused of bullying or harassment, or
- The matter under review is of a highly sensitive nature.

Suspension should always be a last resort and should not be an automatic reaction to a situation. Other options should be considered before suspension, for example;

- Transferring the employee to another department
- Restricting the employee's duties
- Working from home
- Temporary change of working hours

- Placing the employee under supervision.

Importance of acting promptly

As a line manager, you should always act promptly to deal with any misconduct on the part of your employees. A failure to communicate to an employee that something that they have done is unacceptable may lead the employee to assume that their conduct is satisfactory. This will make it much more difficult for you to deal effectively with the problem behaviour, which may get worse at a later time.

Investigations

An investigation should always take place prior to any disciplinary action. HR will work with you to create an investigation plan to ensure an adequate investigation has taken place. When completing an investigation, statements should be recorded on the investigation statement form.

On completion of the investigation an investigation report should be completed.

Templates for the report and statements can be found here: S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Investigations

Its important that when meeting with the employee suspected of misconduct the investigation doesn't turn into a disciplinary. The aim of the investigation is to find out the facts of what happened. The disciplinary hearing is to decide what to do about it.

Recommendations of investigation

Your role as investigator is to advise, based on the facts established during the investigation, what you believe a reasonable course of action would be. Your recommendations will then be sent to a deciding manager who will consider your recommendations and ultimately decide on the appropriate action to take.

Examples of what you may recommend;

- That a disciplinary hearing should take place
- A specific type of training should be arranged
- No action
- A policy, procedure or process be reviewed

Disciplinary hearing

Before chairing a hearing, you will have been given copies of all relevant documentation. HR will supply you with a template for the hearing to ensure all points are covered and to structure the hearing. You will need to add additional questions to the template before the hearing.

You will not usually be able to offer an outcome at the disciplinary hearing as you will need time to carefully and thoroughly consider a reasonable outcome and the employees representations heard during the hearing.

Issuing sanctions

Following a disciplinary hearing it may be necessary to issue a warning to the employee. You can skip stages depending on the seriousness of the misconduct. To determine the warning you should consider;

- Mitigating factors raised during the hearing
- Any pervious live warnings

- What is fair and reasonable?
- What sanctions have been issued in similar cases
- Consistency

Grievances

Informal grievances

As a manager you should always try to resolve grievances informally. This is stage 1 of our grievance procedure. It may not always be obvious when an employee is raising an informal grievance but it is important that conversations are recorded. You should record what has been discussed, the outcome or resolution agreed, and any other action taken. This is especially important as the employee may decide to later raise their grievance formally.

Formal grievances

It may not be possible to resolve some grievances informally and in some cases employees may wish to raise grievances formally in the first instance. This is stage 2 of our grievance procedure. While we always try to resolve grievances informally in the first instance, the employee has a right to request the grievance is raised formally.

It is helpful if you try to view the raising of grievances constructively. If a grievance is raised, this provides an opportunity for you as the manager to resolve a workplace problem. Knowing about a problem is much better than remaining ignorant of the fact that an employee is unhappy or disgruntled about some aspect of their employment.

Once you know that an employee has a grievance, you can discuss the matter with the employee, take on board the employee's point of view and, if possible, provide a solution or part solution.

It is therefore more constructive to view the raising of grievances positively rather than as a nuisance, since adopting a positive attitude may facilitate a satisfactory resolution. A negative attitude towards the grievance, on the other hand, is likely to alienate the employee and aggravate the situation.

The importance of acting promptly

If an employee raises a grievance informally or formally, it will be important for you to deal with it promptly. Dealing with grievances can be time consuming and sometimes not easy, but any delay in tackling and resolving a grievance is likely to make matters worse.

An employee may be experiencing stress as a result of what they perceive as a problem at work. This in turn might disrupt working relationships. The existence of the grievance is likely to have an escalating negative impact on the employee's performance and productivity.

The grievance hearing

The grievance hearing is an opportunity for the employee to feel heard and to discuss ideas and options to resolve their grievance.

Before chairing a hearing, you will be given copies of all relevant documentation.

HR will supply you with a template for the hearing to ensure all points are covered and to structure the hearing. You will need to add additional questions to the template before the hearing.

You will not usually be able to offer an outcome at the grievance hearing as you will need time to carefully and thoroughly consider a reasonable outcome and the employees representations heard during the hearing.

Investigating the grievance

It may be necessary for a grievance hearing to be adjourned if there is a need for an investigation into any allegations raised by the employee. Any such investigation should be impartial and thorough. Unlike disciplinary investigations, the investigator usually chairs the grievance hearing.

You may need to check policies or procedures, discuss what the employee has raised with other employees (confidentially where appropriate), or access the employee's file to check out the history of their employment terms or general background.

You should remain open when looking into the substance of the employee's grievance.

Resolving the grievance

It will not always be possible for you to resolve the grievance to the employee's satisfaction, perhaps because giving the employee what they want would breach company policy, cost too much money or be impracticable.

The feedback should consist of an explanation of what action has been taken or will be taken, or an explanation that no action can be taken, together with the reasons for this. HR will be able to work with you to put the outcome and explanation in writing.

Appeals

If an employee is not satisfied with the outcome of their grievance they have the right to appeal, this is stage 3 of our grievance procedure. The appeal will be heard impartially and by a manager not previously involved in the case. This will usually be a more senior manager.

Before hearing an appeal, you will be sent all of the relating documents and a template for the hearing. The appeal should be about discussing the reasons why they believe the outcome they have been given is unfair. The role of the appeals manager is to determine if the outcome is fair or if they should overturn the original decision.

Sickness Absence and Wellbeing

Forms mentioned in this section can be found here: S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Sickness Absence and Wellbeing

Return to work meetings

Following an employee's absence, a return to work should be completed as soon as possible on their return. A copy of the completed form should be sent to HR.

Recording absence on salesforce

All absence should be recorded on salesforce with as much detail as possible.

Where an employee is off across two or more months a separate entry for each month should be made on Salesforce, otherwise a continuous absence should be one entry.

If the employee is off for more than 7 calendar days the employee must provide a GP Certificate (Statement of Fitness to Work). A copy of this should be sent to HR.

Absence Review Points

Where an employee reaches an absence review point, you should document this on the return to work. An absence review meeting should then be arranged in line with the policy.

Long Term absence

When you know an employee is going to be long term absence you should keep in regular informal contact as well as the formal meetings.

You should discuss with your staff member how often you will keep in contact i.e weekly/set a date and how i.e. emails / phone calls.

Medical Advice

Statement for fitness to work

GP's and other medical professionals may offer advice in in letters and or 'fit notes'. Fit notes are advisory and we should also consider the information the employee is telling us.

Fit notes may contain recommendations or advice, we should consider if they are reasonable to make.

Employees can come back to work at any time, even if this is before their fit note expires. They do not need to go back to their healthcare professional first. We should consider complete a risk assessment if this happens.

Occupational health

Occupational health referrals can be used:

- when an employee is struggling with their physical or mental health
- make the right reasonable adjustments for disabled people at work
- when an employee has been off sick for a long time or is returning to work after sickness absence
- reduce the amount of time people need to take off sick
- keep to other health and safety regulations
- control risks to mental health, such as too much pressure at work, bullying and harassment

You can ask specific questions on the referral about any concerns you may have. Occupational health will not be able to diagnose an employee. Occupational health referrals usually take around 1-2 weeks.

We have a referral form in the templates folder.

Medical Reports

Medical reports can be requested from a GP or consultant and offered a more in depth view of an employees health and they may be able to offer a future prognosis. They can also offer advice about the type of support we can offer.

Medical reports can sometimes take a few months to receive.

Please discuss with HR if you are unsure of which the best option. We always need employees consent to make a referral to either service.

Managing mental ill health and stress risk assessment

Managers should check with employees whether or not there is anything in the workplace is causing or contributing to their health and absences. This should be done sympathetically and you should reassure the employee it is a genuine wish to provide support with a view to resolving the problem if the employee is experiencing problems at work.

Where a workplace problem is identified, steps should be taken to remove or reduce any factors that are causing the problem, if this is at all possible. A failure to take steps to support an employee who is known to be experiencing health problems as a result of factors in the workplace may have serious consequences. Grace Eyre could be held liable in law if the employee subsequently has a mental breakdown as a result.

Stress / Anxiety / Depression

If it is identified an employee is showing signs of stress/anxiety or depression or an employee asks for help, the following options should be explored

- Where possible arrange to have a private chat to start a supportive, meaningful conversation and be a non-judgemental listener, about the employee's mental health. Useful questions to ask include:
 - How are you feeling at the moment?
 - How long have you felt like this?
 - Who do you feel you can go to for support?
 - Is anything in your personal life contributing to how your feeling?
 - Are there any work-related factors contributing to how your feeling?
 - Is there anything I/we can do to help?
- Inform HR to get relevant help and support
- Employees can be signposted to counselling support which can be accessed directly through the Employee Assistance Programme. Details can be found here:<https://www.grace-eyre.org/staff-benefits/#Employee-Assistance-Programme>
- An Occupational Health referral can also be considered
- Employees should also be signposted to their GP for additional support

Managing Poor Performance

Forms mentioned in this section can be found here: S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Performance Management

Informally addressing issues

In the first instance of poor performance, you should always informally discuss the issues with your staff member. You should record the details of what is discussed and set reasonable targets.

This step is very important as the staff member may not be aware they are underperforming. Some key points to highlight during the meeting are:

- you value their work and want them to stay.
- there are some problems with the way in which their work is currently being done.
- these problems need to be addressed and the employee's work needs to improve.
- you will help and support the employee in making this improvement.
- Set specific goals and timeframes of when you expect to see an improvements. (these should always be reasonable)

Performance improvement plans

If there is no improvement following the informal stages you can create a performance improvement plan to support the employee to improve. You as the manager should complete this with the employee and seek their agreement where possible, objectives should be SMART -

Specific: Well defined, clear, and unambiguous

Measurable: With specific criteria that measures progress

Achievable: Attainable and not impossible to achieve

Realistic: Within reach, realistic, and relevant to their role

Timely: With a clearly defined timeline, including a starting date and a target dates.

Formal hearings

Stage 3 - If there is still no improvement and efforts have been made to support the employee a formal hearing will take place. It is likely you as their manager will chair this meeting.

If there is still no improvements there may need to be a stage 4 hearing. Another manager will do this hearing to ensure a fair process. A possible outcome of this hearing could be that the staff member is dismissed.

Templates to support these meeting will be supplied by HR and HR will be present during the meetings to advise.

Record keeping

If it crucial where possible you keep records during this process including;

- discussions you have had about their performance with the employee
- evidence of how the employee is performing
- training and support which has been offered

Pay

Moving up pay bands

Staff will move up a pay band if they have completed one years' service and have completed their mandatory training in April when the pay reviews are done.

To move into band E they will need to complete a qualification / training session or piece of work (depending on their role).

Moving up pay scales

If a staff member believes their role is in the wrong scale, they can request their job is evaluated. This is based on the role as a whole, not them as an individual. The job evaluation policy contains the form they will need to complete.

Pay Reviews

Pay reviews are completed in April each year. The executive team and the trustees will decide if there will be a change.

Payment

Everyone is paid on 28th of the month or the last week day before 28th is its on a weekend. Please refer to the pay policy for further information.

Flexible Working

Flexible working requests are a statutory right for all employees who have over 26 weeks' cont. The statutory right is to one request in a 12-month period. These statutory requests should be dealt with *formally*. If a staff member has not got 26 weeks continuous service or has already made a request in the last 12 months, we should treat these request as *informal* requests.

Formal requests

If a member of staff requests to alter their contractual working arrangements, you should ensure they complete a flexible working request.

Requests could be to:

- Reduce the hours they are required to work
- Change their start or finish times
- Work flexitime
- Compress their hours
- Change their working location
- Differ from standard hybrid working arrangements

If someone wishes to increase their hours, please refer to the recruitment section.

Receiving the request - On receiving a request, you should forward a copy to the HR department and HR will arrange a meeting for you to discuss the request with the employee.

The meeting - is to; explore the request, look at what effects it may have the organisation and how they could be managed, how their request could work in practice, possibility of trial periods and, looking at alternatives or compromises.

Considering the request - Requests should be considered carefully and can only be declined for one of the 8 statutory reasons which are listed in the policy. Consider if a trial period might be appropriate to see if the new working arrangements will work for all parties.

Outcome - Following the meeting you will usually have 14 days to notify the employee of the outcome of their request in writing. This can be written in conjunction with HR.

Appeal - If the employee is not satisfied of the outcome, they can appeal the decision. The appeal will be heard by a more senior manager than yourself. During the appeal both you and the employee will present evidence to the appeal manager, and they will make an independent decision on the employee's request. HR will then work in conjunction with the appeal manager to inform the employee of the outcome of the appeal in writing.

If you are happy to grant the request, you can do so without a formal meeting. You should confirm that their request has been accepted as soon as possible and notify HR of the changes so the employee can be sent an amendment to contract.

All requests must be dealt within 3 months of the date of their application.

Informal requests

All staff may submit an informal request to their line manager and this would be considered on an informal basis. An informal meeting should be made to discuss the potential benefits to the department and the employee and any adverse impact of implementing the changes. Informal requests should be carefully considered, and the outcome given to the employee in a reasonable timeframe and within two months.

Managing Family Friendly Leave

Further information can be found in our [HR15 Family Friendly Policy](#).

Maternity

The different types of maternity leave, pay and different eligibility criteria is detailed in the [HR15 Family Friendly Policy](#).

Notification of a pregnant employee

When an employee informs you of their pregnancy, you should complete a risk assessment referring to [HS11 Expectant New Mothers Policy](#). A copy of the risk assessment should be sent to HR.

Things you should discuss with the employee before they take their maternity leave;

- How and when they would like to take their holiday
- Keep in touch days
- How you will keep in reasonable contact
- Handover of work

- Their return to work

Paid time off work for antenatal care

All pregnant employees are entitled to take paid time off work on medical advice to attend antenatal appointments. You can ask the employee for proof of the appointment, except in the case of their first request for time off.

You should not unreasonably refuse time off for antenatal care and cannot ask employees to work additional hours to make up for any time spent at antenatal appointments. Appointments should be logged in salesforce under 'Sickness Absence' 'Maternity Related Medical Appointment'

Protection against discrimination because of pregnancy and maternity

Employees are entitled not to be subjected to any type of unfavourable treatment because of their pregnancy; if they are ill as a result of their pregnancy; or because they have or are taking, or have proposed to take, maternity leave.

You should therefore ensure that pregnant employees do not experience:

- Exclusion from training, appraisal or other normal activities
- Demotion
- Detrimental change to job duties
- Removal of responsibility
- Denial of sick pay if absent on account of a pregnancy-related illness
- Pressure to resign or dismissal
- Abuse or derogatory remarks

Sickness absence due to pregnancy should be logged as such in their sickness record on salesforce. Sickness absence due to pregnancy is considered separately to usual sickness absence.

Terms and conditions during maternity leave

During maternity leave all contractual benefits, except normal salary, continue. This means that annual leave will still accrue while the employee is on maternity leave. The basic four weeks of statutory annual holiday cannot be carried forward from one holiday year to the next - although the additional 1.6 weeks' statutory holiday and any additional contractual holiday can be carried forward into the following year if there is an agreement to this effect.

You should therefore discuss with the employee the timing of their holiday in relation to their forthcoming maternity leave. Maternity leave will usually span two holiday years and you should ensure that the employee is given the opportunity to use up all their holiday entitlement for the first of the two holiday years before commencing maternity leave. After their return to work during the next holiday year, the employee should be permitted to take their full annual leave entitlement in the usual way at agreed times during the year.

Logging Maternity on Salesforce

You should add an employee's maternity absence in 'other leave' 'Maternity'.

Please refer to the full policy for further information [HR15-Family-Friendly-Policy.pdf \(grace-eyre.org\)](#)

Paternity

If a member of staff wishes to take a period of paternity leave they must notify us 15 weeks before the baby is due. They can complete this form [LC Forms \(hmrc.gov.uk\)](https://www.hmrc.gov.uk) to notify us.

Paternity leave can only be taken in blocks of 1 or 2 weeks and is paid at a statutory rate. This will be less than their usual earnings so you may want to discuss the option of taking annual leave with the employee.

When an employee is on paternity leave, their contract of employment remains in force for all purposes except pay. In most cases, the employee will be eligible for statutory paternity pay in place of their normal wages or salary.

Employees have the right to take time off to accompany a pregnant woman with whom they are having a child at up to two antenatal appointments. This time off will be unpaid and should be logged on salesforce as 'unpaid leave'.

Paternity leave should be logged in salesforce.

Shared parental leave

Shared parental leave is where both parents can share and decide how they take 52 weeks of leave. Birth and adoptive parents can both choose to take shared parental leave.

Please inform HR if a member of staff has an enquiry about shared parental leave and a meeting can be arranged with you, the staff member and HR to explain the process and options.

Adoption

Adoption leave and pay entitlements are similar to maternity leave and pay and either of the adoptive parents can take it.

Adoptive parents have entitlement to take time off for adoption appointments

Parental leave

Parents are entitled to 18 weeks unpaid leave to care for their child.

It must be taken in week blocks (unless the child is disabled) and the child must be under the age of 18. A maximum of 4 weeks per year per child can be taken.

Leavers

S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Leavers Forms

Difficult conversations

Types of difficult conversation

Any conversation that you would rather not have can result in you perceiving the conversation to be a difficult one. Line managers are often embarrassed about raising an issue due to its sensitive nature or fear that the employee will react negatively to what they have to say, with denial, anger or verbal abuse. Issues that you may find difficult to raise with employees include:

- delivering bad news, for example informing an employee that they are in the pool of candidates being considered for redundancy, confirmation that an employee is being dismissed for any reason, and informing an employee that they have not been selected for promotion
- providing critical feedback on an employee's performance
- raising an issue of misconduct
- raising the issue of an employee's personal hygiene
- addressing a conflict between colleagues
- acknowledging that you were wrong and the employee was right.

Having the conversations early on

- Delaying a difficult conversation until a suitable opportunity presents itself inevitably results in the issue not being dealt with.
- A problem will not usually resolve itself.
- Even if you consider that the issue that needs to be addressed is a temporary one, the problem may reoccur in the future if it is not dealt with.
- Not dealing with the issue can lead to further complications, making the issue more difficult to deal with in the future

Prepare

Effective preparation for the meeting will help you get across what they want to say without losing sight of the objective. There are several strands to effective preparation:

- Investigate: You should research the issue before the meeting to be able to provide evidence of the message that you are imparting.
- Outcomes: You should decide what the ideal outcome of the conversation would be.
- Style: You should think carefully about the differences between your character and that of the employee. You could adapt your style of doing things to assist with understanding and acceptance of the message by the employee.
- Frame of mind: You should think about your frame of mind before having the conversation.
- Materials: You should prepare any materials or evidence that may be needed for the meeting.
- Location and environment: A difficult conversation should always be conducted in private so that neither you nor the employee is embarrassed and so that you both feel that you can speak freely. This will also ensure that you do not breach confidentiality towards the employee.

The employee may not get the hint if you try to tackle a problem by raising it as a general issue in a team meeting. This tactic may also have a negative impact on the employee's colleagues if they know that the issue is not theirs to deal with. It is essential for you to have

a one-to-one meeting with the individual so that the individual understands that the issue relates to them.

It is more effective to have a face-to-face conversation rather than a telephone conversation, as you can judge whether or not the employee is taking serious note. The employee can also see that you are taking the issue seriously.

You should allow sufficient time to enable proper discussion.

Communicate

It is important to communicate the issue clearly, so that there are no misunderstandings. You must also put the message across in a way that is constructive, even though the information may seem negative.

- Set the right tone: You should begin the conversation in a professional manner as this will encourage a professional attitude throughout the meeting and help to achieve a successful outcome.
- State the issues clearly: To avoid misunderstanding, you should state clearly what the issue is. Praise or positive comments can be useful, but you should not let this cloud the message that they need to impart.
- Put the issue in context: You should demonstrate why the issue is important.
- Give specific examples and evidence
- Focus on the issue, not the person: You should avoid expressing your opinion about the employee. This can be done by sticking to the facts and avoiding generalisations and comments on the individual's personality, such as "you're always late" or "you can't be trusted".
- Avoid an attitude of blame: The issue needs to be addressed in a collaborative way.
- Avoid belittling the issue: Your own fear of a difficult conversation could lead you to belittle the issue, which could result in the employee not taking the issue seriously. You should avoid phrases such as "this won't take long", "it's really not a big deal" and "I'm sure you're aware of what I'll be saying".
- Be positive: You should be bold and state that you want a successful outcome to the meeting. This will give a constructive tone and feel to the conversation even if the news seems bad.

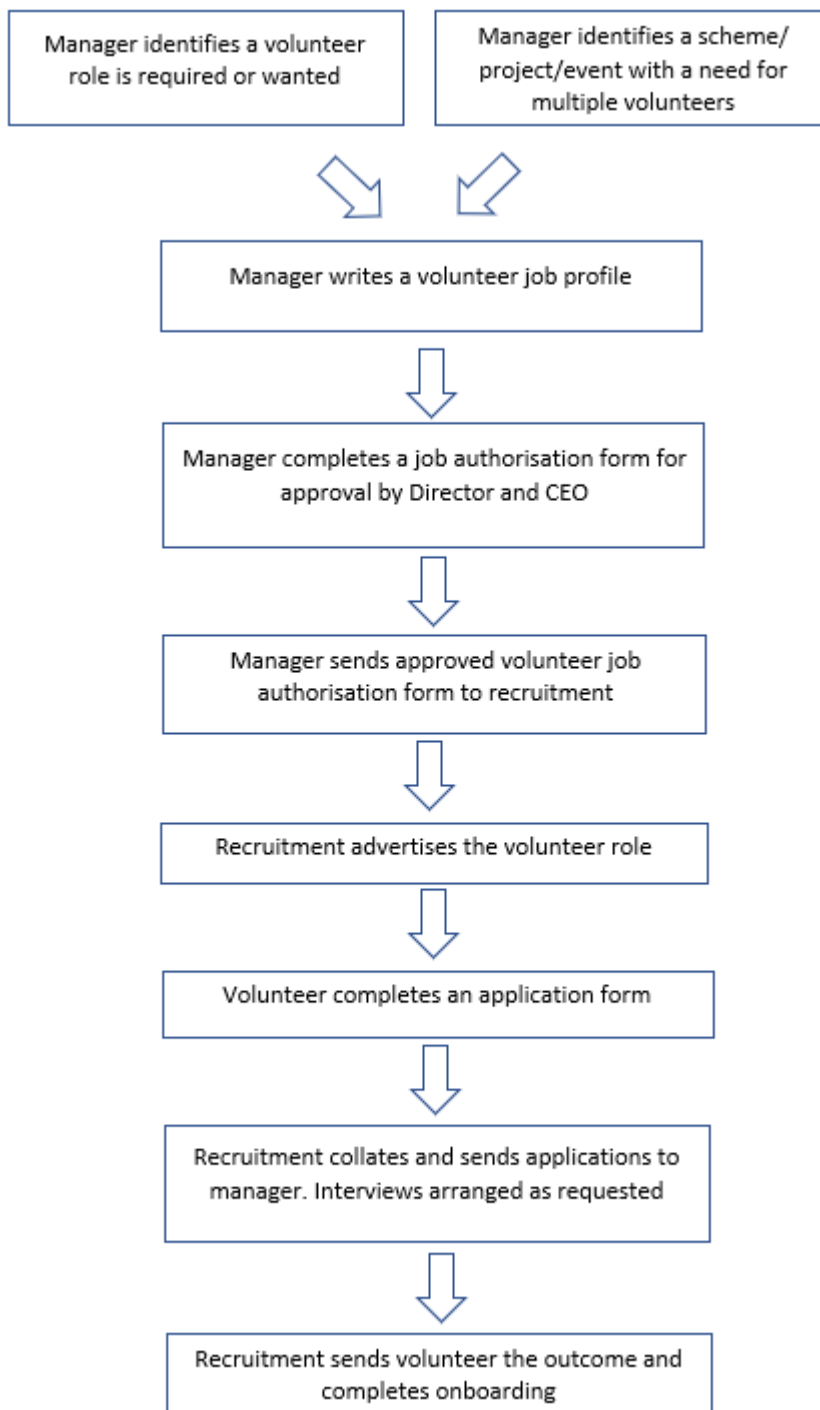
Listen

Being listened to can help employees feel that they are being taken seriously. Taking the time to listen will also help you gather useful information about the issue. You should prepare questions but let the employee explain or react in their own time.

Volunteers

Volunteer process

If you would like to recruit a volunteer, please follow the process below.



Job Profiles

Volunteers require a clear job profile which describes their duties and responsibilities. Prior to any new volunteer assignment or recruitment effort, a job profile must be developed (template available). Volunteers should not be used to displace any paid employees from their position.

Volunteer authorisation

Form can be found here: S:\Grace Eyre Shared Folder\FORMS - ONE FRONT DOOR\STAFF FORMS\Recruitment

DBS Checks

The type of role a volunteer takes will dictate if they need a DBS check and if so, which level. This should be risk assessed by the manager and HR should be informed if it is required.

Interviews

All volunteers should be interviewed. The interview should discuss the qualifications of the volunteer, their commitment to fulfil the requirements of the position, their experience or understanding of learning disability issues etc. It should provide an opportunity for the volunteer to raise any questions they might have about the role and for these to be answered.

Induction and training

All volunteers should attend the corporate induction and they will be booked on by the learning and development team. Managers will need to complete a local induction with volunteers.

The learning and development team will inform volunteers of any essential training they need to complete. We should consider training requests made by volunteers to support them in their role.

Recording hours

The manager should record the number of hours that the volunteer works.

Health and Safety

Volunteers will need a risk assessment prior to starting. There is a general risk assessment for volunteers. You will also need to complete an individual risk assessment with them. The corporate induction covers some H&S but there may be additional H&S training they will need to complete. Check with the H&S manager regarding risk assessments and training.

Key responsibilities when managing a volunteer

- Provide a local induction and support them to book into the corporate induction
- Ensure they understand what is expected of them
- Checking and authorising their expenses
- Support and advice on their training
- Support the development of the volunteer through one to ones
- Listening to any ideas they may have
- Supporting them with concerns / complaints
- Support them with any reasonable adjustments they may require
- Be their main contact

Volunteers leaving

Grace Eyre or the volunteer may end the volunteer agreement at any time.

Volunteers should let you know if they will not be attending a volunteering shift.

AWOL - If there is continual unnotified non-attendance a meeting should be held with the volunteer to discuss any issues they may be having.

If Grace Eyre ask a volunteer to leave, we should give the volunteer an opportunity to discuss the reasons.

HR will complete exit interviews with volunteers.

People who use our services and relatives as volunteers

People who use our services can be accepted as volunteers, where such a service does not constitute an obstruction to, or conflict with, the provision of services to the service user or others. Relatives of service users may also serve as volunteers but will not be placed in a position of direct service or relationship to, members of the family who are receiving services.

Expectations

The volunteer page on the website explained the expectations volunteers can expect from Grace Eyre and vice versa.

Menopause

We have a menopause policy which outlines the symptoms of menopause people might be experiencing and what support can be offered.

Its important as a manager you understand what the menopause is and the effects it can have on people. The NHS offers an overview: <https://www.nhs.uk/conditions/menopause/>

You can access menopause awareness training on iHasco.

Opening up the conversation

Building relationships based on trust, empathy and respect will make it easier for an employee to feel comfortable about raising a health issue like the menopause. Regular and informal chats can provide the forum for a conversation about any changes to someone's health situation, including the menopause.

If you have concerns about someone's wellbeing or performance, ask general, open questions such as, 'How are you doing at the moment?' or 'I've noticed you've been arriving late recently, and I wondered if you're okay?'. It's important you don't make assumptions – everyone is different, so take your lead from the individual.

See above guidance on managing difficult conversations.

Risk assessments and reasonable adjustments

You may need to complete a risk assessment which includes items such as temperature and ventilation and access to toilet facilities and cold water. You should speak to the health and safety manager if risks are identified.

You should tailor adjustments to an individual. The below table shows some symptoms and some ideas of the types of adjustment which could be put in place.

Symptom	Ideas for adjustments
Sleep disruption and/or night sweats	<ul style="list-style-type: none"> Consider a change to shift patterns or the ability to swap shifts on a temporary basis. Carrying out risk assessments and making appropriate adjustments Offer a flexible working arrangement, for example a later start and finish time. Where possible, let employees know they can work from home on an ad hoc basis if they've had a rough night
Hot flushes and/or daytime sweats	<ul style="list-style-type: none"> Look at ways to cool the working environment, for example provide a fan, move a desk close to a window or adjust the air conditioning. Ensure access to cold drinking water and washrooms. Allow time for breaks of wearing personal protective equipment (PPE) such as face masks (subject to any COVID-secure measures required)
Heavy or irregular periods	<ul style="list-style-type: none"> Provide easy access to washroom and toilet facilities. Allow for more frequent breaks to go to the toilet. Be understanding about someone working from home if they have very heavy bleeding.
Headaches and fatigue	<ul style="list-style-type: none"> Consider a temporary adjustment to someone's work duties. Provide a quiet area to work. Allow regular breaks and opportunities to take medication.
Muscular aches, bone and joint pain	<ul style="list-style-type: none"> Make any necessary temporary adjustments through review of risk assessments and work schedules. Allow someone to move around or stay mobile, if that helps
Psychological issues (for example loss of confidence, poor concentration, anxiety, and so on)	<ul style="list-style-type: none"> Encourage employees to discuss concerns at one-to-one meetings with you and/or occupational health. Discuss possible adjustments to tasks and duties that are proving a challenge. Address work-related stress by carrying out a stress risk assessment Signpost to the employee assistance programme Identify the mental health first aiders Allow time when needed, to have some quiet time or undertake relaxation or mindfulness activities. Provide access to a quiet space to work or the opportunity to work from home if possible. Have agreed protected time to catch up with work. Discuss whether it would be helpful for the employee to visit their GP, if they haven't already.

Managing health issues affecting performance and absence

- Have regular, informal catchups with employees.
- Approach conversations supportively and positively.
- Take any health issues fully into account when considering steps to take.
- Identify any extra support or coaching the person may benefit from.
- Set reasonable timescales for improvements.

Medical advice

Normal absence reporting rules apply and if someone is absent for over 7 days, they will need a GP certificate.

We can offer support by signposting employees to their GP or offering an occupational health referral if it is appropriate.

Supporting trans, intersex and non-binary employees

It might not always be obvious who is experiencing menopause symptoms so it is important to remember that of those people who can experience symptoms, they include:

- trans people – 'trans' is an umbrella term used to describe people whose gender is not the same as the sex they were assigned at birth.
- intersex people – some people prefer the term 'differences in sex development' (DSD)
- those who identify as non-binary.

Everyone will be treated and supported equally.

Confidentiality

If someone tells you about their health condition, including menopausal symptoms, this should be treated as confidential. If they want information about their condition to be shared, consent must be explicit. You should discuss with them who will be told and by whom, as well as the information they do or don't want shared with colleagues.

Notifying the police of an incident

There may be times where the police need to be notified of an incident involving a member of staff. We have a duty to report crimes and we may be instructed to notify the police by a 3rd party i.e., the local authority. We should always inform the member of staff in these types of situations and discuss the reasons with them unless we have expressly been asked not to as it would interfere with a police investigation.