Support Process Re-Engineering: Case Support Services Group Ltd., UK

Ståhlstedt, Satu

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Opinnäytetyö perustuu Isossa-Britanniassa toimivan esimerkkiyrityksen toimintahäiriöisiin henkilöstönhallintaprosesseihin ja niistä yritykselle koituviin ongelmiin. Tarkoituksena oli kehittää prosessit tukemaan viimeaikaista ja tulevaa kasvua, sekä korjaamaan huonosti toteutetusta henkilöstöhallinnasta aiheutuneita ongelmia. Opinnäytetyö tarkastelee rekrytointi- ja perehdytysprosessien kehitysvaiheita, analysoimalla projektiin johtaneita syitä, sekä esittelemällä projektissa käytettyjä menetelmiä ja tekniikoita.

Opinnäytetyössä käytetyt kvalitatiiviset tutkimusmenetelmät ovat tapaustutkimus ja toimintotutkimus. Opinnäytetyössä esitelty projekti toteutettiin havainnoivan ja osallistuvan tutkimuksen avulla. Taustatiedot kerättiin analysoimalla yritystä ja sen prosesseja toiminnan kautta, sekä tutkimalla yrityksen elektronisia tietokantoja. Opinnäytetyön empiirisessä osiossa käytettyjä menetelmiä ja käsitteitä tutkittiin perehtymällä niihin perustuvaan kirjallisuuteen, sekä alalle olennaisiin standardeihin.

Tutkimusmenetelmillä saatua tietoa käytettiin prosessien kehittämisprojektin perustana. Taustatietoja hyödynnettiin yrityksen rekrytointi- ja perehdytysprosessien, sekä niiden ja yrityksen muiden prosessien välisen vaikutussuhteen ymmärtämiseksi. Taustatiedot auttoivat myös ymmärtämään toimintahäiriöisten prosessien vaikutuksen koko yrityksen toimintaan. Kirjallisuudesta saatua tietoa käytettiin itse projektin läpiviemiseen.

Tämän toiminnallisen opinnäytetyön lopputuloksia ovat kokonaan uusiksi luodut prosessit, sekä niitä tukevat syötteet. Tulokset testattiin esimerkkiyrityksessä käytännössä. Testausvaihe oli menestyksekäs, ja se osoitti tuotettujen ratkaisujen olevan toimivia ja käytännöllisiä. Esimerkkiyritys koki kehitettyjen prosessien ja niitä tukevien syötteiden pystyvän saavuttamaan projektin alussa asetetut tavoitteet.

Esimerkkiyrityksellä on mahdollisuus saada opinnäytetyön tuloksista jatkotutkimusaiheita, sekä viitekehyksen uuden tutkimuksen toteuttamiseen. Lisäksi opinnäytetyö esittelee yrityksille, jotka haluavat kehittää henkilöstönhallintaprosessejaan ohjeiston ja tapausesimerkin.

Avainsanat prosessien kehittäminen, process re-engineering, henkilöstöhallinta, perehdytys, rekrytointi, projekti

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Abstract

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The background of this functional thesis was in the case company's dysfunctional human resource management processes and in the problems caused by them. The main objective was to re-engineer the case company's recruitment and induction processes in order to support recent and future growth and to mend the problems caused by the company's poor human resource management. The thesis focuses on examining the re-engineering of recruitment and induction processes in the case company. by analysing the reasons that led to the execution of the re-engineering project and by presenting the applied methods and techniques.

The qualitative research approaches utilised in this thesis are a case study and an action research. The project was executed in a specific company through self-reflective research and practice. The background information was gathered by analysing the company and its processes through practice and by examining the company's electronic databases. The methods and concepts applied in the empirical section of this study were researched by studying appropriate literature and other written sources. In addition the relevant industry standards were examined.

The research data created the foundation for the re-engineering project. The background information provided an insight to the company's human resource management, its relation to the company's core processes as well as to the problems the dysfunctions caused to the entire company. The research conducted on the relevant written sources provided the methods and tools utilised in the execution of the project.

The results of this functional thesis were re-engineered recruitment and induction processes and the supporting inputs. The results were tested and implemented in the case company through practice. The testing phase was successful and the functionality and feasibility of the produced results was proven. The case company felt that by implementing the re-engineered processes and supporting inputs the objectives set in the beginning of the project could be achieved.

The outcome and results of this thesis provide potential topics and guidelines for further research in the case company. In addition this thesis provides a case example and guidelines for companies interested in re-engineering their human resource management processes.

Key words process re-engineering, human resource management, induction, recruitment, project

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1 Introduction

Modern business environment is constantly changing and companies have to change with it in order to survive. This often means making dramatic changes and using drastic methods to implement these changes.

No matter how big of a machine an organisation is, its fuel is still its employees. Lately, organisations have started to realise that employee know-how and tacit knowledge are intangible assets which should be valued like any other assets. Employees these days have ceased to see organisations merely as source of income. They also seek challenges and have expectations regarding learning, personal development and treatment. When they do not feel appreciated they are more likely to seek new opportunities than stay working for an organisation that does not realise their value. However, job descriptions have become more complex and demanding. Organisations need to recruit quality individuals, and at the same time provide them with tools and training to achieve optimal performance. The money spent on training and developing goes somewhere else if the employee leaves the company. Therefore, the role of human resource management is more vital than ever. Investing in human resource management processes is investing indirectly in core business processes.

2 The Background of the Thesis

This chapter explains the background of the thesis by discussing the purpose and the delimitations of the study, as well as providing an insight to why the topic, research approaches and theoretical framework were chosen. In addition the chapter includes a short explanation of the structure of this thesis.

2.1 The Purpose of the Thesis

The topic of this thesis is planning, developing and launching the case company Support Services Group Ltd’s Induction Programme through a process re-engineering project. This thesis is a case study and it concentrates on analysing the problems which led to the project as well as explaining how the actual project was executed. The objective of the project was to create strong and all-encompassing recruitment and induction processes to support the company’s core business processes and to reduce problems caused by dysfunctional recruitment and induction processes. The purpose was to revolutionise how staff is recruited and inducted into the company. In addition, the company wanted to achieve a known industry standard: Approved Contractor Scheme by improving its human resource management.

This study is a functional thesis. Functional thesis is a combination of practice, observation, theory, research and reporting. The results of functional theses are concrete functional outputs. (Vilkka 2010.) The outputs of this thesis were: an induction manual, supporting documentation and re-engineered processes.

2.2 Delimitations

The project presented in this thesis was large in scale; therefore the irrelevant and more minor aspects had to be ruled out from the actual report. This report does not examine the company's divisions such as Partner Division, Systems Division or Solutions Division because these divisions were not directly affected by the problems which led to the execution of the project. Also, the marketing department is ruled out from this report because it did not have any relevance to the execution of the project nor did it suffer from the dysfunctional processes. As a part of the presented project the case company re-branded the uniforms supplied to the company's security guards. However, this sub-project is not discussed in this report because it does not relate to the chosen theoretical topics. The branding of the uniforms can be seen as an added value this project produced to the company's image.

In addition an aspect such as a budget which is usually highly visible in projects was ruled out by the company itself. The company felt that the project needed to be executed to sustain its functionality and competitiveness. For this reason, the project did not have a budget per se.

2.3 The Choice of the Topic

This project was presented to me while I was doing my job placement in Support Services Group Ltd. in Great Britain. Prior to this project, the company had acquired new customers and it had also merged its 3 branches under one trading name. It was felt that in order to support the recent growth and to guarantee future growth, processes for recruiting and inducting needed to be re-engineered. In addition, the company wanted to improve the quality of the service it provides to its clients by recruiting more qualified individuals and by retaining these employees longer through inducting, training and treatment.

I accepted this project because I wanted to combine my knowledge about the case company with what I had learned during my studies in Laurea University of Applied Sciences. In other words, I wanted to put my theoretical and tacit knowledge into practise. I chose this project for the topic of my thesis because I feel it is the perfect case example of Laurea University of Applied Sciences' Learning by Developing philosophy. During the course of this project I genuinely developed and improved the working life in Support Services Group Ltd., did research, used my people skills and produced new knowledge and know-how for the case company.

(Laurea 2010.) I was the junior colleague of the case company's general manager Mr. Antony Monaghan. Our co-operation was more like a dialogue between equal parties, than instructions from a manager to a subordinate. My opinions, knowledge and know-how were highly regarded. I also feel like I learned more during the 15 months I worked in Support Services Group Ltd. than an average student learns during their job placements. I feel that it is very rare that students are trusted with a project this magnitude and therefore it is only appropriate to express my gratitude by basing my thesis on Support Services Group Ltd., and on the project I participated in.

2.4 Chosen Research Approach

The research methods used in this thesis are qualitative: case study and action research. The case study approach supports this thesis because it examines a particular company in a particular situation. The other approach: action research was chosen because the objective was to actually develop the company through self-reflective research and analysis. The results were implemented as the study was being conducted rather than the result leading into a suggestion of how to develop the company.

2.5 Previous Studies

Since the thesis is based on the needs of the case company at the time the actual functional part was done, studies exactly alike do not exist. In functional theses research done is always case-by-case. It is a study of a certain point in time, of a unique situation, of a specific focus group or a combination of the three (Vilkka 2010). However, the themes in the theoretical background have been widely studied. The case company had not performed similar projects or studies previously.

2.6 Theoretical Approach

The theoretical background consists of the following topics: human resource management, recruitment, induction, process re-engineering and project management. These topics were chosen because the problems that lead to the study were the case company's dysfunctional human resource management processes: recruitment and induction. Examining the theoretical background behind the above mentioned issues provided a deeper understanding of human resource management and its most common objectives. In addition, understanding the theory helped in understanding the origins of the case company's problems which later helped in determining the development areas.

Process re-engineering and project management were used for solving the problems. The theoretical background behind process re-engineering provided methods and tools for improving and re-designing the dysfunctional processes, as well as testing and finally implementing them.

Since the re-engineering was conducted as a project, examining the theoretical background behind project management provided a strong framework for managing the project, as well as maintaining the quality of the project.

2.7 Structure of the Thesis

The structure is based on logical progression of the presented project. The topics the reader needs to be familiar with before reading further are discussed first. The thesis consists of 8 main chapters. (See Figure 1) The first chapter introduces the background of the study followed by an introduction to the theoretical framework and research approach. After these topics are discussed, the case company is introduced in the fifth chapter. The sixth chapter explains the actual empirical aspect of this thesis by introducing the reasons that led to the project and describing the re-engineering of the case company's recruitment and induction processes as a project. After the project is discussed, the seventh chapter explains the conclusions that followed. The thesis is concluded with after words.

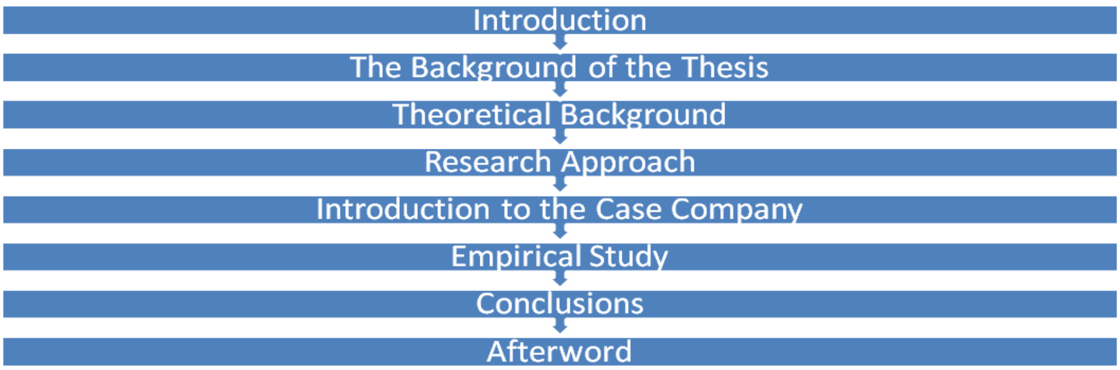


Figure 1: Structure of the Thesis

3 Theoretical Background

The theoretical background consists of three main topics: human resource management, process re-engineering and project management. First the theory behind human resource management and the relevant umbrella topics: recruitment and induction are discussed. These topics are relevant because the root of the problem presented in this thesis lies within the case company's human resource management. Theory of human resource management is followed by describing the theoretical background of processes and process re-engineering. These theoretical aspects are essential in supporting the topic of this study because the presented problems were results of the case company's dysfunctional processes. The third main topic is project management which was the method used in the case company for executing the process re-engineering.

3.1 Human Resource Management

Behind every organisation there are people in other words human resources which make the organisation function. Whether they are managers, administrators or line workers, everyone has an important role in making the organisation functional and profitable. Human resource management (HRM) can be slightly different things to different organisations since each organisation is unique and employs different types of individuals depending on where it operates and on what sector it operates in. However, the universal vision of HRM can be summarised into one sentence; Employees should be regarded and treated as assets rather than as expenses (Heinonen & Järvinen 1997, 11).

Human resource management is a strategic approach to manage and get the best out of this asset and if it is implemented well it can create a considerable competitive advantage. (Armstrong 2003, 3-4). HRM is a dimension of leadership consisting of activities which aim to create and maintain mutual understanding between the organisation and its employees (Kauhanen 2006, 16). According to Armstrong and Kauhanen (Armstrong 2003, 4 - 6; Kauhanen 2006, 16.) the most important objectives of human resource management are: attracting and selecting the most competent people to work for the organisation, keeping employees motivated, committed and engaged, achieving the highest possible performance from human resources and retaining quality individuals in the organisation.

Many organisations acknowledge these objectives and are aware of the theoretical background behind human resource management but the actual execution is often forgotten (Kauhanen 2006, 16; Crawford, Grant & Kane 1999.) HRM is often implemented on an ad-hoc or partial basis, meaning it is applied for a short period of time to cover an urgent need or it is partially implemented including only certain aspects, department or people rather than the entire human resources within the organisation (Crawford et al. 1999). Crawford, Grand and Kane (1999.) outline three different factors acting as barriers to the implementation of effective HRM. First, management often has a low priority and short-term view of HRM issues while being more interested in issues such as power, control and money. Second, organisations often lack the knowledge and skills required to implement and execute an effective HRM strategy. The third barrier has to do with the difficulties in monitoring the benefits of HRM programmes. Organisations spend time, effort and money in making their operations as profitable as possible by concentrating on issues such as content or other technical aspects. Human resources are for some reason left out of all this and are seen as a compulsory but expensive mean to an end. Implementing effective human resource management requires profound knowledge and skills that often have to be acquired either internally through research and training or externally through recruiting the appropriate professionals. Human resource management as a whole can be a notable investment and its return and impacts, whether they are better functionality or increased financial profit, are often difficult to measure, define and monitor.

3.1.1 Recruitment

Every organisation has to constantly evaluate its existing human resources. The evaluation should concentrate on analysing if the quality, quantity and potential of the organisations human resources are enough to guarantee the best possible performance and profitability of its operations. If it is discovered that human resources in their current form are not enough to support current and future requirements, the organisation has different methods to approach the issue. (Heinonen & Järvinen 1997, 124.)

One of these methods is recruitment. Recruitment can fix deficiencies in quality, amount and potential and should be considered as one of the most important aspects of human resource specialists activities. Recruitment is a set of activities which concentrate on attracting, identifying and employing suitable individuals for vacant positions in the organisation. It can also be seen as a medium for the organisation to sell itself to the public and to convey a more humane image to both successful and unsuccessful candidates. An additional objective is to comply with legislation and standards such as BS:5878:2006. (Stredwick 2000, 89.)

As a process recruitment can be a very time consuming and expensive, hence it should be handled well from the very beginning. Therefore, organisations need develop a bespoke strategy and policy to optimise its recruitment process. The strategy should focus on how to attract and identifying individuals with the most potential to fill the available position. The policy should be the foundation on which the whole recruitment process is based on. Recruitment policy’s most important function is to outline the organisations code of conduct regarding recruitment and to ensure legislation and standards are followed during the process. (Stredwick 2000, 89.)

Attracting the right individuals starts from informing the general public about the vacancy through a job advertisement. It is highly important to choose the correct medium either to reach as many people as possible or only certain people. Like in any other types of marketing and communications, the most important objective is to reach the right focus group (Kauhanen 2006, 76). Choosing the correct medium or media can help to eliminate unwanted applicants in early stages.

Another method to separate the qualified from unqualified at this stage is by defining the job description and the job qualifications thoroughly on the actual advertisement. A job description should state of what the applicant is expected to do, how they are expected to do it and under what conditions they are expected to perform the job. To support the job description and to further emphasize the message, job qualifications should be outlined as well. These qualifications are a list of specified human traits and experience required to perform the job well. (Dessler 1999, 67 - 70). The other important aspects to consider when advertising a vacancy are attracting the attention of quality individuals, creating and maintaining interest and stimulating action. For this reason issues such as wording and content should be well thought of. (Stredwick 2000, 108.)

Once a satisfactory amount of quality applicants has been obtained, the second part of the recruitment process: selection can commence. Selection means identifying the most suitable individuals for the vacancy. Dessler (1999, 98.) mentions three main reasons why careful selection is vital to organisations. First, the organisation's performance always depends on the performance of its employees. Employees with the right skills and other attributes are more likely to achieve high performance and produce added value to the organisation. Second, recruiting, hiring and training employees are costly and time consuming activities. If vacant positions are filled with unqualified individuals, it is likely that the position becomes vacant again and recruitment has to be started all over. The third reason for careful selection is legislation. If selection is done according to legal requirements, the organisation cannot get accused of unfairly discriminating against any protected group. Previously mentioned recruitment policy should be used as a guideline to ensure that all applicants are treated fairly and that the actual process follows legislation and standards.

According to Kauhanen (2006, 78.) the tools used in evaluating the suitability of the applicants are for example: application forms, interviews, tests and references. When selecting the most suitable tools for the selection process, the value they produce should be considered. Different tests take time and sometimes even money. If the data is not usable or relevant, it has no value to the selection process.

Application form provides relevant background information about the applicant such as personal details. Organisations can develop their own application forms based on what they need to know about the applicant to ensure their capability and compatibility. In addition to basic background information, the form can enquire for example: medical background, employment, unemployment and self-employment history and character referees. However, legislation and standards should be studied thoroughly before publishing the document. For example, in Great Britain BS 7858:2006 clearly defines what can or needs be enquired from applicants. It also states that applicants need to sign an agreement to allow the potential employer to check the validity of the information provided (BS:7858:2006 2006, 4.) Information provided on the application form should be subjected to third party verification. This means that the person conducting security screening contacts previous employers and character referees to confirm their relationship with the applicant. Although oral confirmation is considered to be sufficient enough, a written reference is encouraged. Security screening also helps organisations obtain additional information about the applicant. If there is anything in the employee’s background that might make them unqualified for example a criminal background, it is likely to be discovered during security screening. (Dessler 1999, 113.)

Interviewing is the most applied tool in selecting suitable applicants. An interview can be either based on a beforehand created and agreed structure or it can adapt to situations and applicants. Either way, an interview should be a dialogue between the applicant and the interviewer. The interviewer is able to further evaluate the applicant by getting answers to relevant questions, witnessing how the applicant interacts with the interviewer and seeing how the applicant reacts to an interview situation. On the other hand, an interview is a situation where the applicant gets more information about the vacancy and the organisation. (Kauhanen 2006, 79.) Interviewers should also make notes about the interview stating their personal evaluation of the applicant and well as the applicant’s answers to the different questions. Recording all the data which is the basis for the selection is vital especially in organisations where more than one person takes part in the recruitment process. This way the individuals recruiting new staff can make a more valid selection. A written record also provides evidence that the selection was done fairly.

3.1.2 Induction

Every organisation, international, national, big, middle-sized or small, should have a well designed induction processes. Inducting employees can help organisations to retain staff longer and prevent the most common mistakes and misunderstandings related to employee-employer relationship. (Chartered Institute of Personnel and Development 2010.) Induction should be considered as an internal marketing orientation and therefore designed accordingly. Induction often is the first impression a new employee will have of the company.

Designing a suitable, all-inclusive yet cost-effective induction process is a complicated project. The process has to be able to provide all the information and tools new employees need in order to integrate to the company in the best possible manner. However, the information has to be straightforward so employees do not feel overwhelmed or confused after completing the process. Induction should also be designed according to the new employee's role. A standardized programme is unlikely to achieve the main objectives of the induction process. (Chartered Institute of Personnel and Development 2010.) According to Heinonen and Järvinen (1997, 142.) an effective induction:

- Provides information about the organisation
- Provides information about the position the employee is about to enter
- Helps employees see how their role relates to the rest of the organisation
- Provides tools and methods for employees to achieve high performance in their job
- Provides information about the company's internal procedures
- Encourages positive attitude and high motivation
- Conveys a positive corporate image to employees
- Encourages interaction and communication between the employee and the company
- Eliminates the most common mistakes and risks related to the position and the company procedures

Every individual regardless of their position takes part in marketing the organisations products or services and in promoting the company's image. The way employees operate is a reflection of their employer. (Heinonen & Järvinen 1997, 144.) This especially applies to companies where the employees are an active part of the service or product. Therefore it is highly important that employees are at least aware of the company's background, key customers, mission, vision and organisational structure.

In addition to instructing new employees about their new tasks, they should be informed how the tasks they perform fit and affect the organisation as a whole. This helps the employee to commit to the company and feel a sense of belonging or even pride. When employees are aware of how they fit in to the company and its operations, they are more likely to integrate well in to their team, have a high motivation, be more productive and perform to their highest potential (Chartered Institute of Personnel and Development 2010).

It is advisable that new employees are informed from early on about the company's procedures so they are more likely comply with them and to follow them correctly. This way staff is less likely to make mistakes which can cause confusion and extra administrational work in for example the HR department. It is also advisable to provide employees with different company policies such as health and safety policy and alcohol and drugs policy, so employees are aware where the company stands regarding these issues. This also helps the company prevent employee related risks such as health and safety incidents.

There are many ways to distribute the information relating to induction. Some organisations have courses or working days dedicated for this cause. However, it is beneficial to convey this information also in writing to avoid confusion caused by information flood. When the information is in writing, there is less likely to be misunderstandings and the employee can access the information whenever they want. This also gives the organisation better control over what is conveyed and what is not. Many organisations today compile dedicated induction manuals which can be distributed either as physical books or as electronic documents (Heinonen & Järvinen 1997, 144). Organisations should construct a check list no matter which medium it chooses to convey the message. A check list helps to ensure employees receive all the needed tools and instructions. (Chartered Institute of Personnel and Development 2010.) Table 1 is an example of an induction checklist built around the objectives defined earlier by Heinonen and Järvinen (1997, 142.)

Start of Employment	**Culture and values**	**Organisation**	**Terms and conditions**
Joining instructions	Background	Site map	Absence/sickness
Conditions of employment	Mission statement	Telephone system	Working time
	Vision statement	Computer system	Breaks
	Quality systems	Organisation chart - global	Holidays/special leave
	Customer care policy	Organisation chart - departmental	Probation period
	Employer brand	Products and services	Appraisals
		Security procedures	Discipline procedure
		Confidential information policy	Grievance procedure
			Internet/email policy
			Promotions
Training	**Financial**	**Health and safety**	
Training plan	Pay	Emergency exits	
Training opportunities	Pay date and method	Evacuation procedures	
In-house courses	Tax and national insurance	First aid facilities	
Personal development plan	Benefits	Health and safety policy	
Career management	Pension	Accident reporting	
Assignment training	Expenses and expense claims	Protective clothing	
		Specific hazards	
		Policy on smoking	
		Alcohol and drugs policy	

Table 1: Induction Checklist

(Chartered Institute of Personnel and Development 2010.)

3.2 Processes

Organisations have multiple sets of reoccurring consecutive activities and tasks which aim to achieve a specific objective. These sets are called processes. A process always has a customer. Whether the customer is internal or external; the process always starts from its customer's need and ends in satisfying the need. Therefore a process can be described as a logical whole with a distinct beginning and ending. Every task and activity and resource in the process is focused on satisfying the customer's needs. (Arhomaa, Kvist, Järvelin & Räikkönen 1995, 9.)

Arhomaa, Kvist, Järvelin and Räikkönen (1995, 11.) divide processes in two categories: horizontal and vertical. The purpose of horizontal processes is to transform the organisation's core know-how into a product or service. For this reason horizontal processes more commonly serve the organisation's actual customers or other external reference groups. Horizontal processes are also called core business processes.

Vertical processes also known as supporting processes are usually tools for organisational management. If core processes aim to transform know-how into value, supporting processes aim to sustain the ability to keep transforming this know-how into value. (Arhomaa et al. 1995, 12.) The objective is to produce something that helps to optimise the performance of core processes. Therefore supporting process usually has an internal customer. This customer can be for example an activity or a resource within a core business process.

Figure 2 demonstrates the relationship between core processes and supporting process. In this example supporting processes produce inputs for the core process' activities. The inputs aim to provide tools for achieving optimal performance. If the supporting process is dysfunctional it reflects to the activity and finally to the end customer of the core process. Process re-engineering is method for repairing the dysfunctions cause performance breakdowns.

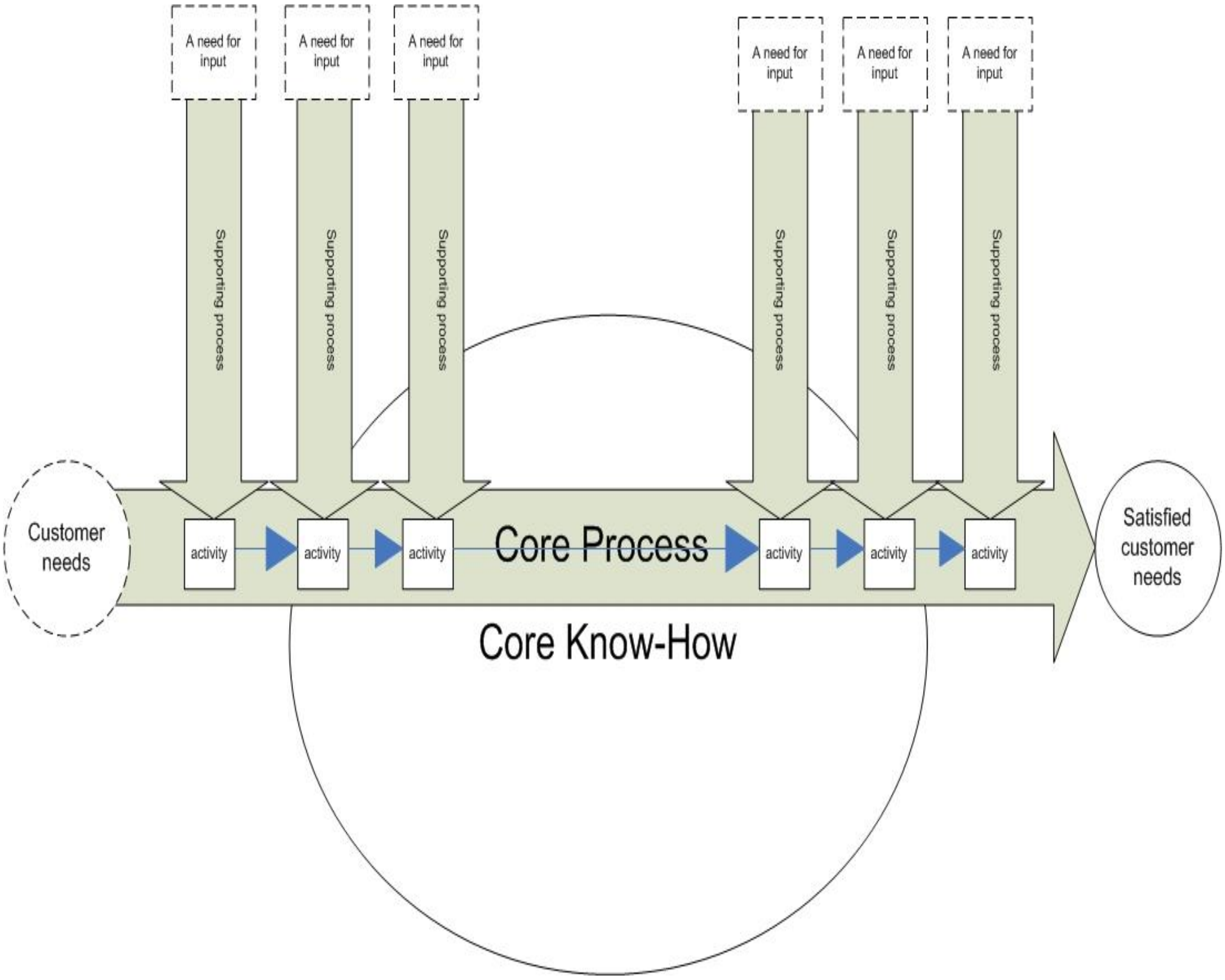


Figure 2: Process Flow Chart
(Adapted from Arhomaa et al. 1995.)

3.3 Process Re-Engineering

Process re-engineering is rethinking and radically redesigning organisation's business processes to achieve dramatic improvements in key performance measures, such as cost, quality, service and speed. It is not about small improvements; it is about going back to basics and striving for complete reinvention. (Cheraghi, Muthu & Whitman 1999, 1.) According to Brandon and Morris (1993, 12.) after a process has been re-engineered it should be more reactive to changes, better in quality and more competitive.

However, before re-engineering can be done, the organisation has to identify and map its current processes. Since all process cannot be re-engineered simultaneously, organisations have to decide which one needs it the most. According to Cheraghi, Muthu and Whitman (1999, 2.) the decision can be based on the following three criteria:

- Dysfunction: Which process is performing the worst?

- Importance: Which is the most critical and influential regarding customer satisfaction?
- Feasibility: What process is the most likely to be successfully re-engineered?

Process re-engineering can be carried out as a project and like all projects it should planned well and divided into phases. Brandon and Morris (1993, 23.) state that the phases are: analysing, re-designing, testing, selecting and implementing. It is also vital to choose the appropriate resources and tools to carry out this project. Involving at least some individuals who take part in the process about to be re-engineered is beneficial because it gives the project actual practical and tacit knowledge. This also helps people adjust to the change that re-engineering will inevitably bring to activities and tasks within the process.

3.3.1 Analysis

According to Cheraghi et al. (1999, 3.) some re-engineering experts are against the analysis phase of the project because it inhibits creative thinking. However analysing the process which is about to undergo re-engineering is a vital part of the project for several reasons. A detailed analysis helps to identify the cost and cause of performance breakdowns. It gives the project team a more deep understanding of the target process and ensures that nothing gets forgotten or overlooked. (Business Process Reengineering Assessment Guide 1997, 40; Cheraghi et al. 1999, 3.) According to Arhomaa et al. (1995, 85.) the analysis should answer questions like:

- Who are the customers?
- What is the end result?
- What phases are included?
- Who is the process owner?
- How is quality measured?

The answers will help the project team to see the correlation between different aspects of the process which in return help to indentify targets areas for improvement. Once the target areas are indentified, a method for re-designing should be chosen. After choosing a method, the team can test the results and later plan how the new process is implemented.

3.3.2 Re-Design

Re-designing consists of describing, developing and planning the process entirely or partially from scratch. The objective is to produce one or more alternatives to the current process without forgetting the strategic objectives of the process. Arhomaa et al. (1995, 124 - 129.) mention three different methods used in re-design. The methods are: the backward chaining method, the creative method and the benchmarking method.

The backward chaining method is based on the need of the process' customer. In other words the process is re-designed starting from the end of the actual process. The customer and their needs are outlined first. Based on this the products and services which aim to satisfy the needs are identified. Then activities leading to the product or service can be analysed. However, this should be done on a very high level because too detailed and specific analysis can restrict innovative thinking. The development and planning phase starts with defining the activities that are vital for the process to function. In other words understanding which activities are needed to produce the optimal value to the customer. After defining the activities, the inputs needed in each activity are identified. The development team needs to test the necessity of each input to determine whether it has value to the process or not. Inputs typically have a supplier or suppliers which also need to be chosen carefully and even tested. This guarantees that they produce the best possible value to the process. It is recommended that the development team produces several different solutions. If one of them fails the testing phase of the project, another solution is already available. Before these solutions are ready for testing, the development team should answer the following questions:

- Have any of the activities remained as they were in the old process model?
- If so, can they be replaced with new ones?
- Do the activities produce added value to the process?
- Could the order of the activities be changed?
- Can activities be combined?
- Could activities which usually follow each other chronologically be done at the same time?
- Are all the identified inputs necessary?

By finding an answer to the above mentioned questions, the development team can further optimise the different solutions. The end result of backward chaining is a rough description of the re-designed process and an assessment of resources and activities it needs in order to function. (Arhomaa et al. 1995, 124 - 127.) The advantage of this method is that it is based on the actual process ideology: starts from a customer's need and ends in satisfying this need. The disadvantage of this method is that it may not be radical enough to renew a dysfunctional process.

Another method for re-engineering is called the creative method. This is based on free thinking and creativity which are meant to trigger innovative ideas and solutions. Brainstorming is a popular tool in this method and is usually done within the development team. However, in order to get a more wide range of ideas other relevant people should be included. (Arhomaa et al. 1995, 124.) The most important guideline in this method is to forget the old way of thinking. Arhomaa, Kvist, Järvelin and Räikkönen recommend that the development team should have at least one individual whose objective is to make sure that the team does not fall back to the old way of thinking. Brainstorming is always followed by systematically categorizing and analysing the new found ideas. This phase is meant to show the whole effect and the feasibility of these ideas. (Arhomaa et al. 1995, 128.) The advantage of this method is that it separates itself from the dysfunctional old practices which in the end led to re-engineering. The disadvantage is that is can lead to too many solutions and testing every single one of them can be very time demanding. In addition if the development team is allowed free thinking, the strategic objectives of the process are at higher risk of being overlooked.

The third method mentioned by Arhomaa et al. is benchmarking. Benchmarking is an effective tool for re-engineering because it provides concrete working models and reference points (Business Process Reengineering Assessment Guide 1997, 21 - 22). Benchmarking can be done against processes of a leading organisation or against different standards. Although basing the re-design on customer needs or creative ideas are effective methods some amount of benchmarking is recommended. The gaps discovered in benchmarking give visible targets for development and planning which is one of the advantages of this method. However, it must be kept in mind that each organisation is unique and what works in other organisations might not work in every organisation.

3.3.3 Testing

Before the organisation can implement the newly designed process or make a selection between different solutions, it should subject them to testing. The testing helps to identify insufficiencies and potential barriers to implementing the new process. The objective is to find any obstacles that need overcoming before the process can be implemented. These obstacles can be for example: workplace attitudes, insufficient amount of resources or skills, current laws or regulations or financial constraints. (Business Process Reengineering Assessment Guide 1997, 43.)

Testing can be done for example through surveys and simulations. Surveys usually mean asking employees, customers and other people involved in the process how they feel about the changes about to be implemented. (Arhomaa et al. 1995, 129.) Simulation means testing the new process in an artificial yet reality imitating situation. Any insufficiencies or barriers discovered during the first test should be fixed and overcome. This cycle should be repeated so many times that the process proves to be as optimal as possible and/or a choice between different solutions can be made. (Arhomaa et al. 1995, 129.)

3.3.4 Implementing

The implementation can often be the most demanding phase in the re-engineering project. The new process is likely to face some resistance since people are often disturbed by and suspicious of change. This is more likely especially when the old process has served as the only code of practice for a long time. Also, training people to follow the new process is time and often patience demanding. If there is a transition period meaning that the two processes co-exist simultaneously, it can cause confusion and temporary functional disturbances. (Cheraghi et al. 1999, 4.) Brandon and Morris (1994, 235.) suggest that in order to prepare for the implementation and the transition period, organisations should construct a transition plan. The objective of the plan is to discuss all the aspects that are affected by the implementation. This however depends on the nature and type of the re-engineered process. For example issues such as training requirements for employees, risk analysis or requirements for new tools should be discussed on the transition plan.

In addition it may be difficult to prove how the new process is better than the old one. This applies especially to processes which produce improved functionality rather than clear financial profit. This however depends on what type of process it is. When the re-engineered process is a pure core process where the end result can be measured in money or customer satisfaction the benefits can be proven more easily than those of supporting processes like recruitment. Therefore it is important to agree on indicators against which the new processes are measured against. These indicators should be financial as well as functional.

3.4 Project

A project is a unique chain of events which lead to a new product, service or solution. It is never minor in scale. The ground rule is that the scale must be more complex and extensive; it goes beyond the organisational borders and structure. (Ruuska 2005, 24.) Project is a useful and widely used method for introducing and implementing new procedures or for launching new products or services. It is an effective way for an organisation to respond to changes and the demands brought upon by them. (Ruuska 2005, 20, 26). What distinguishes project from other chains of activities is its organised structure, its unique one-time-only nature and its timeframe dependency. Lööw and Ruuska (2002, 17; 2005, 19.) give project the following characteristics:

- A project must have a customer
- A project must have a timeframe and a deadline
- A project must have a clear objective
- A project must have dedicated organisation assigned specifically to carry it out
- A project must have distinguishable phases
- A project must be unique one-time chain of events, tasks and activities

- A project must be able to adapt to changes and results carried over from its previous phase
- A project must have outlined working methods which must be used throughout the project. These methods are for example:
  - Project meetings
  - Dedicated beforehand agreed miles stones
  - A Strategy or a plan of action
  - An allocation of labour and responsibility among the project organisation

Usually one or few of the above mentioned aspects has more value than the other depending on the project. The characteristic are usually prioritised by the project's customer or the project management.

Project does not have to have a customer outside the organisation; it can also be done for a customer inside the organisation. (Lööw 2002, 18.) The end result is not always something concrete like a product; it can be a solution to a problem for example a re-engineered process (Ruuska 2005, 20).

Projects can be categorised by their nature or by their timeframe. Ruuska (2005, 23 - 24.) mentions the following categories based on the nature of the project: delivery projects, product development projects, investment projects, research & development (R&D) projects and maintenance projects. He continues by listing projects which are categorised by their timeframe: normal projects, rapid projects and catastrophe projects. Sometimes making a choice between two or more categories might be hard but making a conscious choice helps the project organisation to put the project into proportions and set objectives (Ruuska 2005, 24).

No matter who the customer is, how the project is categorised or what is emphasised, projects are always divided into phases. Figure 3 is an example description of project life line and phase division. The figure is compiled from examples given by Ruuska and Lööw. (2005, 32; 2002, 21.)

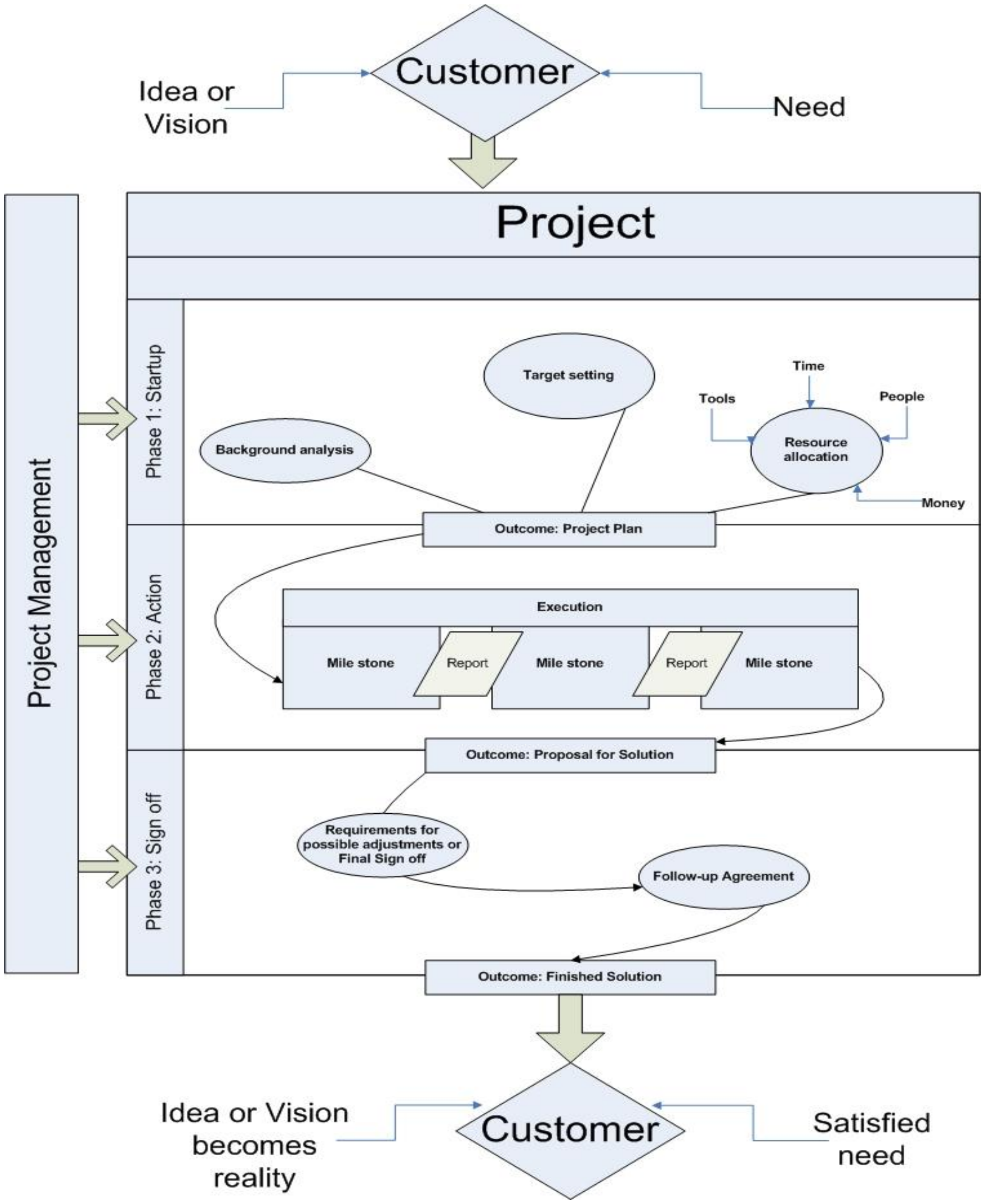


Figure 3: Project life line and phase division
(Adapted From Ruuska 2005; Lööw 2002.)

3.4.1 Phase 1: Start-Up

Before the actual project can be started the idea, vision and customer need to be subjected to a background analysis or a feasibility study. This means mapping out the technical and financial conditions and ensuring the presumed end result will support the customer's expectations. The background analysis should map out aspects such as: functional and technical expectations, problem areas, timeframe, required resources, possibility for success and initial expectations for the end result. The objective is to help the project organisation and the customer to determine if the project is feasible and worth executing.

According to Lööw (2002, 59 - 60.) it is vital to perform a separate risk analysis along with the actual background analysis. It should include a list of possible risks, their probability and the course of action in case the risk materialises. While risk analysis might not prevent risks altogether, it helps avoiding them or minimising their effects. Lööw (2002, 59 - 60.) also suggests that risk analysis should be updated once each mile stone has been achieved.

Once the background and risk analysis are complete objectives can be defined further and the project organisation can agree on mile stones. (Ruuska 2005, 33 - 34.) Resources such as people, time and money should be allocated at this stage if not done previously. This is a vital part of this phase because it helps to set timeframes for mile stones, define requirements for know-how and for other tools, outline who takes part in activities and who makes the executive decisions and how much money can be spend on each mile stone. (Ruuska 2005, 34.)

A well-constructed plan gives the project its spine. A project plan should be in writing and it is encouraged that people taking part in the project spend time and effort compiling it. It is meant to give the project a concrete direction by summarising the structure of the project. A project plan helps to prioritise time, resources, activities and milestones. (Lööw 2002, 63.) According to Lööw (2002. 63.) a project plan should consist of: the background, the purpose, the targets, the mile stones, the limitations, the plan of action, the allocation of resources, the timeframe, the project organisation and the media used for internal and external communication. The project plan should be always subjected to approval from the project management and/or the customer (Ruuska 2005, 34). Once the plan has been approved and handed out to the relevant individuals, the project can advance to the next phase.

3.4.2 Phase 2: Action

Once the project organisation is familiar with the approved project plan, the project can commence. According to Lööw (2002, 87.) this is a good point to evaluate once more if the division of tasks and responsibilities and if the timeframes need further adjustment. Lööw (2002, 87.) also mentions that it is advisable to make sure that everyone taking part in the project has enough information to carry out their part before the project commences. When the actual work begins it is vital that the project plan is followed as accurately as possible. However, the plan must have enough room for adjustments if necessary. After a milestone is achieved the project organisation should have a meeting where the results are reported to the project management. Meeting helps the entire project organisation understand what has been achieved so far and report and solve any problems discovered during the project. If any inconveniences or conflicts are discovered especially regarding time, resources, costs or quality that might affect the next milestone or the end result, they should be dealt with at once. After all the milestones have been achieved and the results have been tested, the project organisation is ready to present the results to the project management and/or to the customer.

3.4.3 Phase 3: Sign-Off

A project usually ends in a final meeting, where the results are presented in the form of a report. The report serves as a summary of events, methods, tools and results which can be used in later projects as a guideline. (Lööw 2002, 105 - 06.) Results are also evaluated in the meeting and compared against the previously set objectives. If any adjustments are needed and how they are followed through should be agreed at this stage.

The project organisation and the customer also agree on how the results of the project are followed up and evaluated. This is done after everything has been signed off and the results are executed or put into use. Follow-up is usually done by a neutral party outside the project organisation. (Lööw 2002, 107.) According to Lööw (2002, 105 - 108.) the follow-up and evaluation can be done against the following:

- Were the agreed objectives achieved?
- What was done well?
- Was there any room for improvement?
- Could anything have been done differently?
- Were the resources allocated efficiently?
- Was the timeframe followed through?
- Was the project documented well enough?
- Did the customer benefit from the results?

The follow-up can also be done by the party who benefits from the results or uses the finished product or service. For example if the result is a new process, the individuals working in the process can evaluate the actual project and its results by examining if the process is an improvement, how well it fits in the organisation and should anything be changed. It is also vital to measure performance or profit for future reference. Follow-up and evaluation help to plan and execute future projects.

3.5 Summarising and Constructing the Theoretical Background

This thesis presents the re-engineering of the case company’s dysfunctional human resource management processes. Since the case company’s core service is highly dependent on its employees, human resource management is a vital tool in order to get the most out of these resources. Recruitment and induction are considered to be key functions in human resource management. The objective of recruitment is to mend deficiencies in the company's existing man force by attracting, identifying and employing valuable and qualified individuals through a well defined recruitment policy. Induction aims to provide a dedicated set of tools and methods for these individuals to succeed in the company, as well as to retain these individuals in the company's payroll through motivation and encouragement.

Recruitment and induction can be seen as processes in human resource management. If these processes do not produce the best possible result or if the processes are dysfunctional, they can be improved through process re-engineering. Process re-engineering is usually divided into dedicated logical phases which aim to reconstruct the old process from start to finish through the most suitable approach. Since process re-engineering consists of dedicated phases, and aims to develop processes through analysis and practise, it can be considered as a research and development project. A project is an effective method for companies to improve its activities in order to adapt to changes in its business environments. It is advisable to apply the appropriate project management tools and methods, so the desired result is more likely to be achieved. The construction of the presented theoretical background is described in Figure 4.

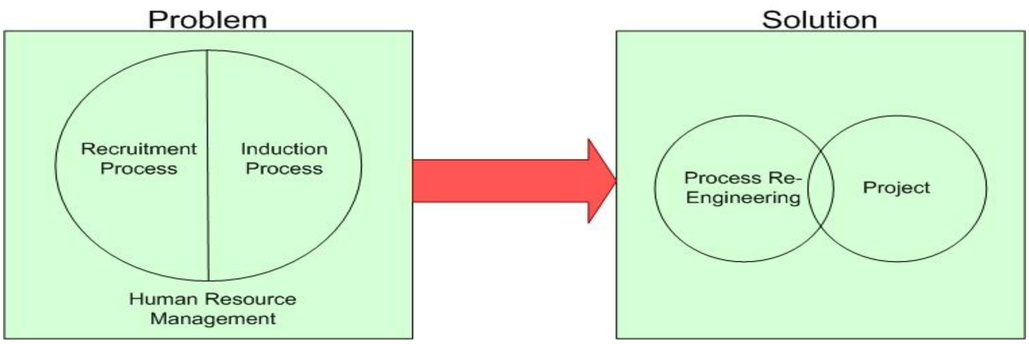


Figure 4: Theoretical Background

4 Research Approach

This a functional thesis based on a case company where I worked for fifteen months in total. The main objective is to describe how to improve the case company's supporting processes through process re-engineering. For this reason the research approaches in this thesis are action research and case study.

Jean McNiff (1988, 2.) quotes Carr and Kemmis (1986.) who define action research as a form of self-reflective research which is conducted by participants in a specific situation. It aims to improve the rationality and the justice of the participants' practices and the situations where these practices are carried out.

According to Alasuutari, Koskinen and Peltonen (2005, 154.) case study is a method to study one or more purposely chosen cases. They continue by mentioning that the studied case can be a company, a division or a process within a company.

Action research and case study aren't defined as research methods but rather as qualitative approaches. The root of both approaches lie in gathering and analysing data through observation and participation. (Peltonen, Alasuutari, Koskinen & Peltonen 2005, 154.)

4.1 Research in Support Service Group Ltd.

The objective of this thesis is best supported by action research and case study because all the data was gathered through observing and participating in different tasks in various departments of the case company and through several meetings and discussions that took place while I was working there. This thesis is a portrayal of a specific company that is trying to improve the rationality of its supporting process through self-reflective research and practice. It is also a case example of how a company can execute process re-engineering.

Alasuutari et al. (2005, 157.) mention that the method for gathering data has to be chosen so that it serves the purpose as strongly as possible. They continue by listing different types of research material which can be used in case studies: documents such as diaries or letters, archives such as annual reports, interviews, observation diaries and physical objects.
This thesis utilises data from the case company's electronic archives by first extracting it from the company's data bases and then compiling the data into a trend analysis. The trend analysis is used for visualising the problems and reason which led to the re-engineering project described in this thesis.
The theoretical background for the case study approach is constructed from literature relating to the problems, the solutions and the applied methods. Discussions, observation and the Internet are used for supporting the literature sources and to give the study more depth. In addition the action research approach has its theoretical background on the earlier mentioned standards BS:7858:2006 and the ACS standard.

The research problem in this thesis is: How supporting processes are re-engineered in the case company?

4.2 Reliability and Validity

Alasuutari et al. state that concepts of reliability and validity in qualitative research are not as suitable as in quantitative research. They suggest that these terms should be replaced with concepts that fit into qualitative study better. Table 2 describes the equivalent terms in qualitative research to those used in quantitative research. It also outlines how these terms can be proven. This model was originally proposed by Guba and Lincoln for evaluating the soundness of qualitative research. It aims to give an alternative to the more traditional criteria. (Trochim, W.2006.)

Quantitative Research	**Qualitative Research**	
	Criteria	**Proof**
Internal Validity	Creditability	Thoroughness and accuracy in data collection and recording Extensive number of informants
External Validity	Transferability	Thick description Extensiveness of data collection Demonstration of logical chain of evidence
Reliability	Dependability	Thoroughness of data documentation
Objectivity	Confirmability	Research methods documented in detail Findings confirmed by un unbiased parties

Table 2: Measuring Reliability and Validity in Qualitative Research
(Adapted from Managing Change through VET. 26; Trochim, W.2006.)

4.2.1 Creditability

All data collected for this study is from reliable and relevant sources. The theoretical frame of reference is constructed from appropriate literature and internet sources all of which are recorded on the list of references and referred to in the actual text. The data for the functional part of this thesis is collected through experience, meetings and discussions in the case company. Furthermore official agencies such as the British Standard Institution and Security Industry Authority are used as sources. These sources are also recorded in the list of references and referred to as they appear on the text.

4.2.2 Transferability

The functional progression of the study is described thoroughly and comprehensively. The progression is supported by providing a logical chain of evidence through the relevant theoretical background. This allows other researches to use this study for similar studies in other cases or for further studies within the same case company.

4.2.3 Dependability

This study and the methods used in it are documented so that other parties can evaluate them. Sources can be checked based on the reference list and the results are physical evidence attached to this study as appendices.

4.2.4 Confimability

During the functional part of this study all findings; sources and results were evaluated by the relevant individuals in the case company such as the Service Centre manager Mr. Antony Monaghan, the Employee Concierge and the payroll department. They also confirmed the validity of the discoveries when appropriate and/or necessary.

5 Introduction to the Case Company: Support Services Group Ltd.

This chapter serves as an introduction to the case company. It includes a description of the company's organisational structure which later helps the reader to understand how the problems which led to the re-engineering project affected the company as an operational whole. The information presented in this chapter is partially based on my personal experience and knowledge about the company as well as on the information gather through several discussions between me, my colleagues and the company's management.

5.1 Support Services Group Ltd

Support Services Group Ltd. is a British security and risk management company established in 2000 by its current managing directors. The company has a nationwide office network based in Swindon, Derby and Glasgow. In addition the company has a 24 hour control room in Bristol. The company operates through its divisional structure providing risk management and security services and solutions to organisations both in the private and the public sector (Support Services Group Ltd. 2010.)

5.1.1 Organisational Structure

Organisational structure defines how power and responsibilities are formally divided within a company (Peltonen 2007, 33). Organisational structure also describes the company's functions and the relationship between them. Understanding Support Services Group Ltd's organisational structure, makes it is easier to understand how difficulties in one division effect the other division. According to Lämsä and Hautala (2005, 152.) a written description might not be sufficient enough for providing a comprehensive overview of an organisational structure. Therefore the organisation chart presented in Figure 5 is provided for a visual aid. Figure 5 is based on my knowledge and the executive management's views of the company.

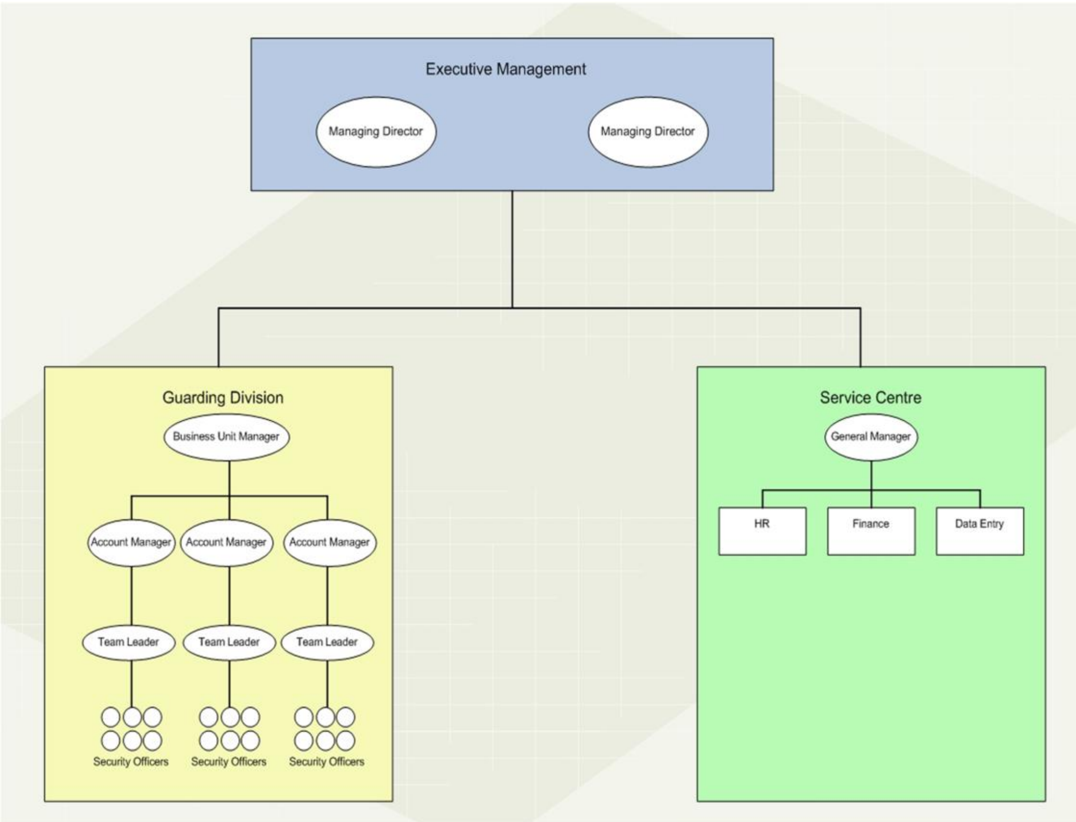


Figure 5: Support Services Group Organisation Chart

Support Services Group Ltd's organisational structure type is a divisional structure. Divisional structure is based on separate divisions which have their own purpose, functions and management (Lämsä & Hautala 2005, 161 - 162; Peltonen 2007, 34). In Support Services Group Ltd. different functions are performed by dedicated divisions. Each division has their own management but the final decision making lies upon the executive management. Divisions such as "Partner Division", "Systems Division" and "Solutions Division" are left out of this description since they are not relevant to the thesis and were not directly affect by the dysfunctional processes.

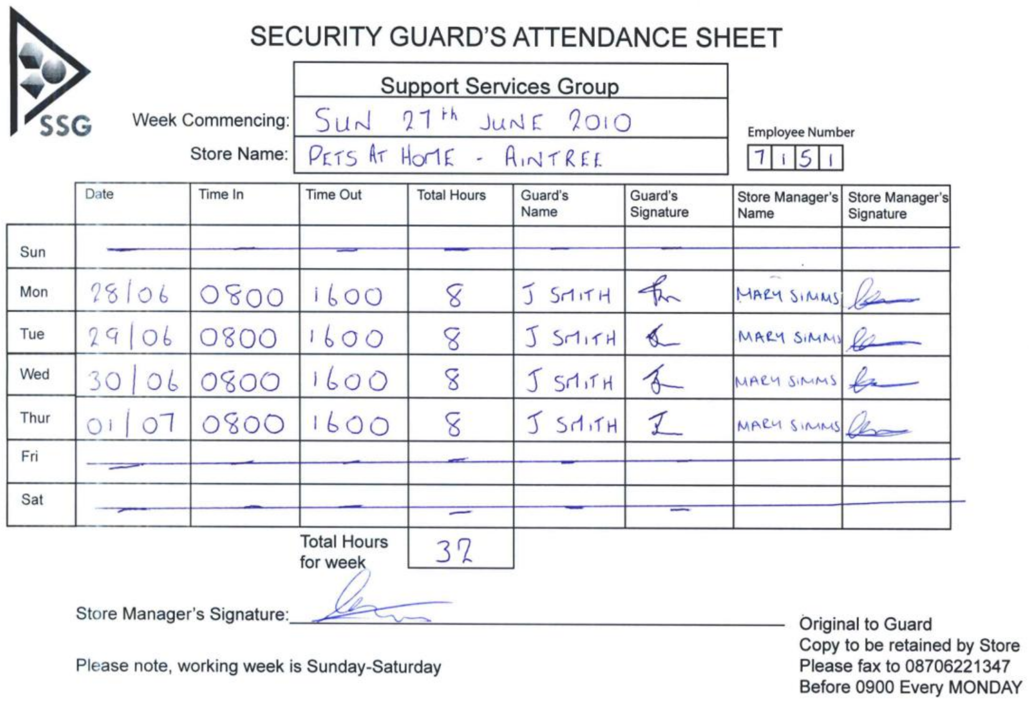
5.1.2 Guarding Division

Currently, the company employs a little over 300 people all over the UK. The majority of the staff is security officers but due to recent expanding the number is growing steadily. The Guarding Division's function is to provide and manage different variations of security guarding services. The operative part of the service is executed by the security guards. Each security guard has their own team leader who also acts as their immediate supervisor. The company has currently six team leaders who recruit, train and deploy the security guards to different locations. Team leaders co-operate with their supervisors, the account managers, to make sure the Guarding Division functions best to the client's wishes and expectations. The account managers are the first point of contact for the company's clients. Each account manager is responsible for a portfolio of clients. The Guarding Division is managed by the business unit manager. The business unit manager takes is responsible for the service and client management. The business unit manager assigns account manager for each client. (Support Services Group Ltd. 2010.)

5.1.3 Service Centre

The most important function of the Service Centre is data administration. The Service Centre is divided in to three different departments; Data Entry, Human Resources and Finance.

Data Entry department's objective is to process timesheets. Timesheets are documents (See Figure 6) which contain a week's worth of service hours the security officers performed on client sites. Timesheets are submitted by guards and need to be submitted the next Monday after the shifts took place. The data is entered into People Hours which is the company's employee database. This data is vital to the company and has to be processed fast and precisely. Other departments in the Service Centre use it to execute all or part of their functions.



SSG

SECURITY GUARD'S ATTENDANCE SHEET

Support Services Group

Week Commencing: SUN 27th JUNE 2010

Store Name: PETS AT HOME - AINTREE

Employee Number 7151

	Date	Time In	Time Out	Total Hours	Guard's Name	Guard's Signature	Store Manager's Name	Store Manager's Signature
Sun	—	—	—	—	—	—	—	—
Mon	28/06	0800	1600	8	J SMITH		MARY SIMMS	
Tue	29/06	0800	1600	8	J SMITH		MARY SIMMS	
Wed	30/06	0800	1600	8	J SMITH		MARY SIMMS	
Thur	01/07	0800	1600	8	J SMITH		MARY SIMMS	
Fri	—	—	—	—	—	—	—	—
Sat	—	—	—	—	—	—	—	—
			Total Hours for week	32				

Store Manager's Signature:

Please note, working week is Sunday-Saturday

Original to Guard
Copy to be retained by Store
Please fax to 08706221347
Before 0900 Every MONDAY

Figure 6: Example of Support Services Group Ltd's Timesheet

The Human Resources department consists of two key functions: payroll and employee help-desk known in the company as the Employee Concierge service. The Employee Concierge is the main point of contact between the company and the security guards. The Employee Concierge processes all the queries the employees have regarding for example their wages. The Concierge also maintains the employee database People Hours by entering or updating employee details such as name, address, phone number, employee number and bank details. The information on People Hours, including the one Data Entry enters, is vital to the Employee Concierge Service for it helps the Employee Concierge to investigate and solve the queries. For example, if an employee complains that they have not received their wages, the Employee Concierge can quickly check if the employee's hours have been entered into People Hours or if the employee's bank details are correct.

Payroll processes all the wages the company pays to its employees each month. Payroll uses People Hours to get data such as worked hours or bank details in order to get each employee paid correctly.

The finance department has four different functions: accounts, credit control, invoicing and supplier payments. The accountant manages and balances the accounts according to changes in the company’s cash flow. Support Services Group Ltd’s accountant also analyses financial trends in the company.

The credit control is in charge of chasing payments from the company’s clients. The credit control also sends out credit notes if clients have been overcharged for services. In order to do so they need to use People Hours to see if a credit note is actually due.

Invoicing raises invoices based on the data on People Hours. Invoice values are based on hours the security guards work on client sites. The majority of the clients are invoiced monthly with the exception of some key clients who are invoiced weekly. Therefore it is highly important that People Hours has all the invoicing data when invoices are raised. If data from a particular invoicing period is received after the period has been originally invoiced, a Sales Query needs to be issued.

The supplier payment person administrates and pays the invoices the company receives from its suppliers and service providers. Three big suppliers supply subcontractor guards to Support Services Group Ltd. Subcontractor hours are also entered into People Hours. Before a subcontractor invoice can be paid, it needs to be compared against People Hours.

The Service Centre is managed by the general manager Mr. Antony Monaghan. He maintains the Service Centre’s performance by ensuring that activities are executed according to dedicated processes and service level agreements.

5.2 Business Concept

“Protecting our Partners through the consistent delivery of an innovative risk and security management support service solution comprised of a highly developed portfolio of complimentary products” (Support Services Group Ltd. 2010).

Support Services Group provides risk management and security solutions to other organisations both in private and public sector (Support Services Group Ltd. 2010). The objective is to cover all aspects of the client’s security needs from assessing the risks associated to the client’s business to planning and providing the actual service. The company’s leading consultants who are all MBA qualified, use their knowledge of different types of business functions to provide a sound solution which can deliver all planned benefits to the client. The company’s philosophy is to bring discipline, methodologies, frameworks and tools that are used in other business areas to the security and risk arena and to link these to specified security and risk competencies. (Support Services Group Ltd. 2010.)

The company maintains, manages and reports the service quality by using dedicated key performance indicators. The company's management believes that in order to make sound commercial decisions regarding security spend and risk mitigation should be based on correctly analysed quantitative data (Support Services Group Ltd. 2010).

In short the key factors in the company's business concept are: consultancy, assessment, planning, delivery, quality management and development.

5.3 Business Model

Once a potential client is introduced to the company, a meeting is set up between the company's management and the focus group in the potential client company. Typically the focus group consists of people in charge of risk management and security. The main objective of this meeting is to identify the risks involved in the potential client's activities and to determine their needs and expectations. These needs and expectations are later used for defining the bespoke service level agreements which will be the foundation of the service. In addition the company discusses the predicted volume in order to ensure the company has enough resources to start planning activities around the new client's expectations. After the initial meeting, the company compiles a tender document for the potential client that consists of a risk analysis, pricing and a detailed description of the bespoke solution the company can provide to the client. Once the company and the client agree on the structure and details of the service, a contract is signed.

After a contract has been formed, the company begins making internal preparations to receive the increased volume and to ensure service quality and fluency. In most cases the new client is likely to purchase security guarding services. Therefore the company needs to hire the appropriate number of new security officers before the actual service commences. In addition the increased volume also has a profound effect on the administrational side. The Service Centre must therefore take precautions to receive additional data.

Monitoring and maintaining the quality of the service is a key element Support Services Group Ltd's strategy. This is done through dedicated key performance indicators. Key performance indicators are statistical data compiled from for example service level agreements. Key performance indicator summary is sent to the client on a regular basis and discussed in a monthly meeting with the client. Key performance indicators help to monitor how well the company satisfies the client's expectations and needs. The indicators also help to identify areas that need improvement so necessary actions can be taken to correct any possible inconveniences.

5.4 The Company's Services

The company has divided its services into two portfolios; The Solutions Portfolio and the Product Portfolio. The Solutions Portfolio consists of different types of risk management and security consultancy services. However, this portfolio is not essential to the thesis. Therefore it will not be discussed any further.

The Product Portfolio has different types of security services which can be tailored and/or combined to meet each client's needs. The most essential service to this thesis is the Manned Guarding service and its different applications. All of which are executed by the Guarding Division. The majority of the company's revenue comes from this service. Since the operational aspect of the service is executed by the security officers, it is also a very costly service to produce.

Support Services Group Ltd's Guarding Division delivers lone workers or a team of security guards to locations that need presence of security personnel. The service is very flexible and versatile and can be used in various types of locations. For example the Guarding Division can deploy security officers to retail outlets, educational facilities, corporate buildings and construction sites. The type, volume and consistency of guarding depend on the customer and/or location. Some clients or locations require guarding services during their busy business hours while others require them after business hours. Some need security presence only during opening and or closing. Whether the service is needed each day of the week or only few days of the week also depends on the client and/or the location. In addition Support Services Group Ltd. can provide its Manned Guarding service on an ad-hoc basis. Basically this means that the client needs additional guarding for a short period of time for example during busy seasons such as Christmas. This application is called Rapid Deployment or RDT.
The company defines services such as Key Holding, Mobile Patrols and Retail Distribution Guarding under Manned Guarding. However, they are not discussed further since they are not as relevant to this thesis. Key Holding and Mobile patrols were not targeted as strongly as other applications since their volume is considerably smaller. Therefore, the applications did not cause so many problems.

5.5 Key Terms

This chapter shortly introduces the key terms used throughout the thesis to help the reader to understand the industry and company jargon and other foreign concepts. The key terms in this thesis are: vetting, induction programme, BS 7858:2006, ACS standard, SIA licence, and service level agreements.

5.5.1 Vetting

Vetting refers to background checks or security screening conducted on information provided by individuals who are applying for a job from the case company. As a result of the project presented in this thesis, vetting is now performed according to the standards: BS 7858:2006 and ACS Standard. Every individual applying for a job from Support Services Group Ltd. must pass vetting before they can start working the company. In Support Services Group Ltd. vetting is divided into two phases: televetting and security screening. Televetting refers to telephone calls made to various character referees. After an individual has passed televetting their probation period with the employer begins. Once their information has been fully security screened their probation period ends.

A vetting process and its supporting documentation: a dedicated application form (See Appendix 1), televetting form (See Appendix 5) and vetting and security screening process flow charts (See Appendix 2 and 3) are outputs of this functional thesis.

5.5.2 Approved Contractor Scheme Standard

The Approved Contractor Scheme (ACS) standard was developed by an organisation called Security Industry Authority. Security Industry Authority is responsible for regulating the private security industry in the United Kingdom. The ACS standard is applicable to any organisation providing licensable security services (Security Industry Authority 2010). The standard encompasses the key requirements in other related standards such as ISO9001:2000 and Security Industry British Standards (The SIA Approved Contractor Scheme Self Assessment Workbook 2008).

It consists of nine indicators which are broken down into various sub-indicators. Each sub-indicator has 3-5 achievement levels. The achievement levels contain a list of criteria how an organisation can achieve them. Each level achieved gives the organisation a certain number of scores. In order to comply with the ACS standard in other words to become an Approved Contractor, the organisation must meet the all the criteria on a specific level. This level presented in Figure 7 is called Required Achievement Level.

6. People

6.1 An SIA Approved Contractor can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.11 An induction pack/training including an introduction to policies and procedures exists.				
	Required Achievement Level			
An induction pack is available. The induction pack covers basic information only including, for licensable staff where relevant: • adherence to terms and conditions of licence or LDN • the wearing or carrying of identification • the requirement to report new criminal convictions and cautions	← **All aspects of the previous column plus:** An induction pack is given to all employees on the day employment commences. • The induction pack covers the organisation's guidelines on: disciplinary procedures • grievance procedures • instruction on how to report on job incidents • the wearing of a uniform • personal appearance • health and safety procedures • equality and diversity procedures • general conduct expected • drugs and alcohol policy where applicable • maintenance of customer confidentiality • management structure	← **All aspects of the previous column plus:** The induction pack also covers the organisation's guidelines on: • requirements of the Data Protection Act 1998 • key company contacts • the right to union representation	← **All aspects of the previous column plus:** This is supported by face to face induction training. The additional information/training covers: • the history of the company • the approach to business of the organisation • feedback mechanisms for both employee and customers • an overview of customer base Understanding of induction material is checked.	← **All aspects of the previous column plus:** All levels of employees are made aware of the opportunity to pursue relevant recognised qualifications e.g. NVQ, Management, etc. Senior management are personally involved in the induction process.

Figure 7: ACS Self Assessment Workbook-Induction Pack
(The SIA Approved Contractor Scheme Self Assessment Workbook 2008)

To help achieve the standard, Security Industry Authority has compiled a document called The SIA Approved Contractor Scheme Self Assessment Workbook. When an organisation wishes to become an Approved Contractor, the workbook helps it to develop its activities to meet the standard. It also prepares the organisation for verification visit by an SIA approved assessor. Before achieving the actual standard, the organisation must complete the self-assessment by providing details and proof how all the criteria are met. The self-assessment is then examined by the approved assessor. If the assessor agrees with the self-assessment, the organisation becomes an SIA Approved Contractor. In addition the organisation receives a score which reflects its overall performance. (The SIA Approved Contractor Scheme Self Assessment Workbook 2008.) The SIA Approved Contractor status needs to be renewed on an annual basis.

The workbook was used as the most important guideline when building the case company's recruitment and induction processes.

5.5.3 SIA License

It is a legal requirement in the United Kingdom for individuals working in specific sectors of the private security industry to have an SIA License (Security Industry Authority 2010). The license must be applied via Security Industry Authority and it is valid for a certain amount of time. Therefore it has to be renewed on a regular basis. Whether an individual needs a license or not and what type of license they need is determined by the role they perform and the activities they participate in. (Security Industry Authority 2010.)

Support Services Group Ltd's team leaders and security officers meet the SIA Licence requirement criteria therefore the case company takes every possible precaution to make sure all staff is licensed at all times whilst being employed by the company. Confirming the validity of SIA licenses is an important feature in Support Services Group Ltd's recruitment process.

5.5.4 Service Level Agreements

Service level agreements are a list of service quality requirements and/or objectives. They are usually agreed between two or more parties: the party who delivers the results and the party or parties who benefit from the results. The case company uses service level agreements both internally and externally. For example each client has its own service level agreements which are used for measuring performance.

During the re-engineering project, service level agreements were defined for key activities in both processes. In the end of the re-engineering project, service level agreements were defined for both processes.

5.5.5 Induction Programme

Induction Programme is the name given to the company's recruitment and induction processes. The reason why both processes are labelled under this name is because recruitment and induction are considered to be a path every new applicant takes before becoming an employee. Induction Programme consists of all activities and inputs related to recruitment and induction.

5.5.6 BS 7858:2006

BS 7858:2006 is a British Standard which contains the most up-to-date recommendations for the security screening of individuals who are about to be employed in an environment where the security and safety of people, goods or property is a requirement for the employer's activities and or where security screening is in the public interest. The most important topics in the standard are: instructions for conducting security screening, a list of information that should be subjected to security screening and criteria for completing security screening to a satisfactory level. (BS:7858:2006 2006.)

The standard was the most important guideline when building the case company's recruitment process.

5.6 SWOT Analysis

This chapter provides an additional viewpoint to the case company through a SWOT-analysis (See Table 3). The strengths and weaknesses are based on reoccurring aspects I experienced while working in the company. The opportunities and threats are based on multiple discussions I had with my colleagues and the company's management.

Strengths	**Weaknesses**
-Divisional structure -Versatile core service -Desire to develop	-Dysfunctional processes -High staff turnover -Weak marketing strategy
Opportunities	Threats
-Current financial climate -Target groups in several sectors	-Big companies in the security arena -The number of same sized companies in the security arena

Table 3: Support Services Group Ltd's SWOT Analysis

The company's divisional structure is one of its most visible strengths. Divisional structure supports flexibility in adapting to environmental changes. It is also closer to the customers and other focus groups than purely functional structures. (Peltonen 2007, 34.) Support Services Group Ltd's organisational structure complements the company's strategy. Power, responsibilities and tasks are clearly defined which helps in organising and managing operations fluently and efficiently. The case company's divisional structure is a notable advantage in customer relationship management as well. Since the clientele is divided into portfolios and each portfolio is managed by a dedicated account manager, it helps to maintain service levels and to meet client's needs and expectations. Assigning resources to plan and implement any required improvements or changes is easy since each division has its own expertise.

The versatile nature of the company's core service is one of Support Services Group Ltd's strengths. The potential markets are extensive since the product can be tailored to fulfil the needs and expectations of organisations from various sectors. In addition one customer can benefit from several applications of the service.

The case company has a strong desire to develop its operations and implement new procedures and technologies. This is an advantage since the security arena is becoming more demanding and is prone to change like any other industry in today's environment.

The company's biggest weakness is dysfunctional processes. These dysfunctions prevent the advantages of the divisional structure living up to their fullest potential. Solving the problems caused by the dysfunctional processes demands a lot from the company's resources. When so much resources are spend on maintaining dysfunctional processes, there is not much left for development aspirations.

Support Services Group Ltd. suffers from high staff turnover which is another one of its greatest weaknesses. Since staff is constantly changing recruitment and training takes resources away from managing operations. Due to high staff turnover it is hard to stabilise or improve the service provided to clients. When employees hardly stay past their orientation and training period it is difficult to maintain service quality.

The company lacks a proper marketing strategy. Marketing is handled through separate projects or campaigns which do not complement each other or produce enough value to the company.

The current financial situation and the target groups in several sectors present strong opportunities to the case company. Recession is known to increase crime rates and other security risks and organisations are vulnerable to them. The need for security services is likely to increase as a result. Companies like Support Services Group Ltd. who can provide flexible security services are in high demand.

Big international security companies such as Securitas Ltd. and G4S Ltd. have a huge market share in the security arena. The bigger companies have more resources to organise, manage, market and develop their services. These companies are brands and often the first choice for many potential clients. Who gets the surplus is a competition between companies of Support Services Group Ltd's size. Most middle-sized security companies have similar services to offer; therefore it is even more important to have a distinctive competitive advantage and strong marketing.

6 Empirical Study

This chapter introduces the empirical part of this thesis. It is a description of reasons behind the re-engineering project and how support processes were re-engineered in the case company. It also describes how and why the required inputs for the processes were designed. The structure of this chapter is constructed against the theoretical background of process re-engineering and project management.

6.1 Initial state

This chapter addresses the reasons and problems that lead to this project through the company's organisational structure. The reason why this method was chosen is because the lack of proper support processes affected each division directly. The analysis is based on the experiences I had when I was working in different departments of the Service Centre and on the conversations I had with my colleagues and managers. In addition, the increase in subcontractor use is analysed in this chapter because it has a huge impact on service profitability. It was felt that subcontractor use can be reduced if the company is able to recruit qualified individuals and retain them working for the company.

6.1.1 Service Centre

The Service Centre is considered to be the company's most efficient division. However, its key functions suffer from dysfunctional recruitment and induction processes. A vast majority of the data administered in the Service Centre is related to employees and comes directly from the employees. Solving the problems takes a lot of time and effort. Time which according to the Service Centre manager Antony Monaghan, could be used for researching and developing new ideas.

One of the most visible issues which have a negative impact on the data entry department's efficiency comes from timesheets. Processing timesheets is a time consuming task and when problems occur it becomes even more time consuming and difficult. Typical problematic timesheets are either insufficient or missing entirely. These issues repeat on a weekly basis and constantly cause disturbances throughout the company's divisions. A timesheet is considered missing when the guard for some reason does not sent it in time. The most common reasons for this are that they do not know when to send their timesheet or why they should send it before a specific deadline. In some cases, they do not even know where to send their timesheet. The guards have not been instructed properly about the company's timesheet procedure and cannot see the connection between timesheets, pay cycles and wages. Usually the Service Centre is aware of the number of missing timesheets but in some cases there is not any knowledge of missing timesheets until many weeks or even months later, when the guard contacts the company regarding their missing wages. If there is knowledge about a missing timesheet, it has to be chased either by calling the guard directly or having their team leader call them and ask them to send their timesheet as soon as possible. Timesheets are submitted either by fax or email. It is not rare that the guard does not own a fax or a computer. In order to submit their timesheets, the guards need to use someone else's fax or computer which naturally causes further delays. Another reason why timesheets cannot be processed is because they lack information for example a signature from their supervisor. It is the guard's responsibility to have their timesheets correctly completed. The problem is that they do not know the difference between an insufficient and a sufficient timesheet.

In some occasions timesheets from new employees also present a problem. In order to process timesheets, the employee needs to exist in the company's data base People Hours. New employees are entered into it through a Starter Form which the team leader completes and sends to the Service Centre. A starter form contains information such as name, address, bank details, national insurance number and SIA license number. Starter forms are always submitted to the Employee Concierge who enters the employees into People Hours. Figure 8 includes the number of these entries from July 2009 to June 2010. Occasionally, the team leader has not for some reason send in a Starter Form before the guard is actually put to work. Therefore the Service Centre cannot processes the timesheets the new employee submits. When this type of situation occurs, the data has to be chased from team leaders by the Employee Concierge.

Since the Service Centre as a division is so dependent on the time sheets, problems in data entry department reflect to other departments. Invoicing has to be postponed if data entry is still waiting to process timesheets or in worst cases invoices have to be raised even if data is partially missing. When invoices are raised with insufficient data, the invoice value does not reflect the actual number of service hours. If the missing service data is obtained and processed after the original invoice has been raised, the service has to be invoiced as a sales query. Raising sales queries is not only additional work but also sends an ineffective image of the company.

Missing time sheets naturally affect the HR department since shifts missing from the system will not show up on payroll report and therefore will not get paid. Once the guards realise they have not received their wages, they contact their supervisors and/or the Employee Concierge Service to complain. However, on some occasions their wages are not due yet, the reason for their call is them not knowing how the company's pay cycles work. Wage and tax related complaints are the most common employee queries as shown on Figure 8. The Employee Concierge has to investigate, administer and solve all employee queries. When solving wages related queries, the Concierge needs to first investigate whether the complaint is justified and genuine. In other words did the shifts take place in a pay cycle that has already been paid for or are they still due. If the complaint is justified the Employee Concierge needs to ask the guard to submit their timesheet for processing. This is followed by calling the officer's team leader to verify the duration and location of the shifts in question.

Unpaid wages from previous pay cycles are run on a separate Pay Query payroll. This not only costs the company time and effort but money as well if the money has to be transferred through a CHAPS payment which costs £25 per transfer (Kew 2010).

Another reason for wages related queries is that the Service Centre does not always have correct bank details for the employees. Bank details are usually obtained during recruitment from employees or team leaders. If bank details change during the employee's employment, it is the employee's responsibility to notify the Employee Concierge and to provide adequate proof. The typical reason for the Service Centre having out-of-date bank details or no bank details at all is because they are not submitted to begin with or the employees do not give the proper notice once the details change.

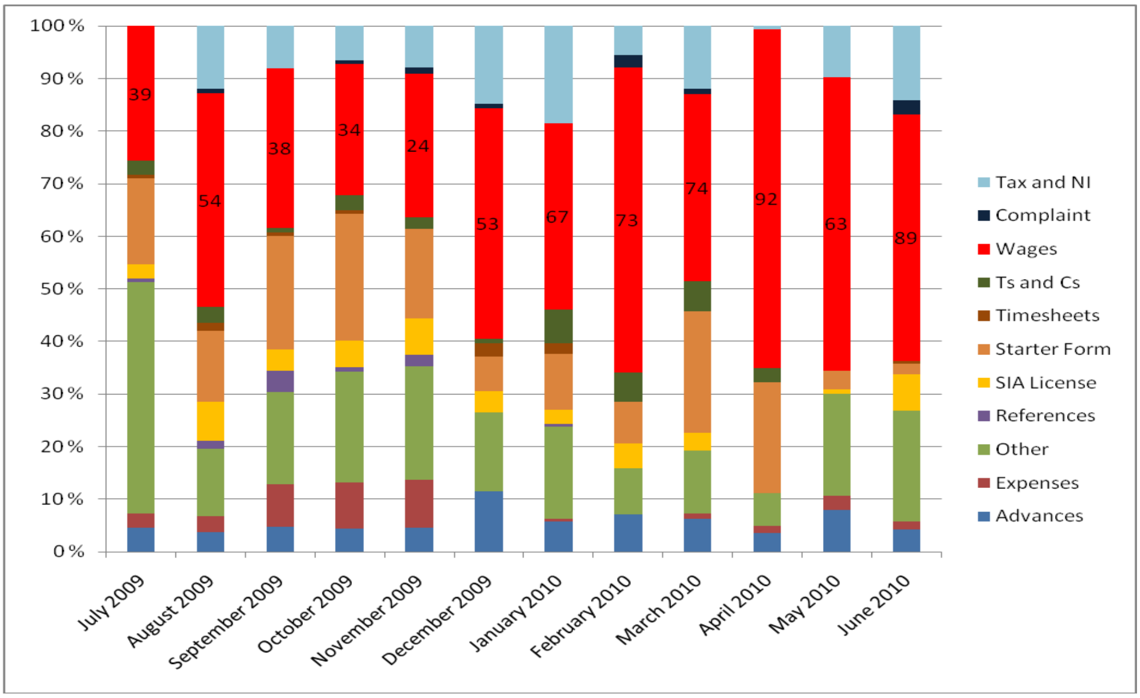


Figure 8: Employee Queries and Complaints from July 2009 to June 2010
(Support Services Group Ltd. Portal 2010.)

In addition to problems caused by timesheets and wages, there are other problems that can be traced back to poorly inducted employees. However, these problems occur more irregularly and impact only one or two people at a time rather than entire departments or divisions. Since the guards are not properly inducted when they start working, they are unaware of the company's basic procedures and policies. The Employee Concierge and team leaders have to answer questions like: how to request for holidays or advances, how to claim back expenses, or what documents are needed for sick pay. Rather than referring the employees to induction material, they have to give instructions to everyone separately. This can be very time consuming especially when a majority of the company's employees are immigrants and they do not always speak or understand spoken English that well. Occasionally, the guards are not able to follow the processes even after being instructed. In other words they do not submit the correct documentation or they submit insufficient documentation. In these cases the Employee Concierge cannot process their query which means that the Concierge has to contact the guard once more in order to get the right data. Employees are often frustrated and engage the concierge aggressively because they do not understand why they should submit the same documents all over again.

Constantly answering the same questions and chasing documents or other information takes time away from other tasks such as investigating real employee queries and complaints.

6.1.2 Guarding Division

The driving force in the Guarding Division is the security officers. In the end every single operation is executed by them since their presence is the core of service provided to the company's clients. It is highly important that the security officers know their responsibilities and tasks and are aware of the employing company's internal culture and values so they can deliver the best possible service and positively represent the company. Highly trained, inducted and well treated employee feels confident and comfortable in their job and is also more likely to continue working for the company longer than usual. (Heinonen & Järvinen 1997.) The quality of recruitment process plays a crucial role as well. Identifying and employing qualified individuals who are more likely to deliver high performance creates a strong foundation for a high quality service.

The security industry is sensitive to high staff turnover due to the nature of the work: long hours, irregular shift patterns and low wages. This is also the case in Support Services Group Ltd. Figure 9 shows the number of people who both started and ended their employment with the company during 2009. Although the high staff turnover can be partially explained by guards being employed for a short period of time to cover RDT request, the number is still high if the total number of the company's security guards in considered.

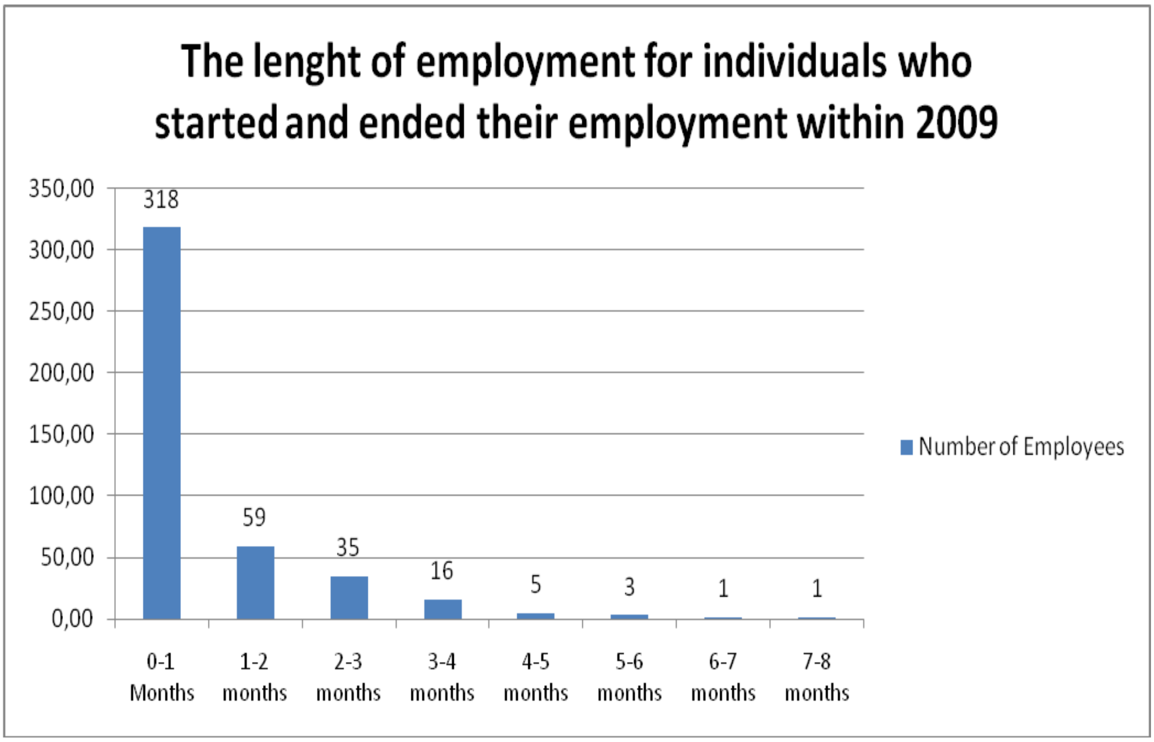


Figure 9: Length of Employment for 2009 Starters
(People Hours 2010.)

High staff turnover has a negative impact on service quality, operational fluidity and service profitability. In addition to training, it takes time for the guard to get used to their new job and learn the internal culture of the location where they work. When security guards constantly change, Support Services Group Ltd's clients also have to familiarise themselves with the new security guard. Therefore, the service quality inevitably suffers. New employees cannot be expected to deliver the exact same performance level as their predecessor. Although the client's views on high staff turnover has never been studied in Support Services Group Ltd., it can logically be determined that constantly changing staff does not send a positive image of the company.

High staff turnover leads to recruiting new staff for existing positions in addition to new positions. In Support Services Group recruitment is done by the team leaders. Recruitment is a time and money consuming activity which has an impact on the service fluency and profitability. The time the team leaders spend on recruitment is time taken from their other activities. These activities are for example: visiting client locations and organising the service. Activities such as location visits are important for the service quality and fluency since during these visits the team leader has an opportunity to see the guard performing on a client location. In addition the team leader has a chance to discuss the guard's performance with the client.

Support Services Group Ltd. has clients all over the UK. In most cases the guards are recruited from a reasonable commuting distance from the location they are expected to work on. The team leaders have to travel even as far as Scotland to recruit new guards to client's Scottish locations. Whether they travel in their own vehicles or use public transportation, they are entitled to claim their travelling expenses back from the company. Recruitment costs can be categorised as production costs of the Manned Guarding service. Therefore high staff turnover also has a negative impact on the profitability of the service.

Support Services Group Ltd. also suffers from lack of proper recruitment policy. The company's recruitment process covers the quantity but not the quality. Therefore recruitment does not have any added value to the company. The process does not contain almost any criteria against which applicants are compared in order to segregate the qualified from the unqualified. The only criteria are the interviewers view on the applicant and a valid SIA license. The structure of the process is simple: Vacancies are advertised in different media and applicants are called to an interview based on the company's existing but out-of-date application form the applicants have completed. Once the applicants have been interviewed and if their interviewer finds them suitable, they are employed to the vacant position.

Since almost nothing is known or validated of the employee's background or other attributes, it can and occasionally has led to termination of employment. The reason for this is because something is discovered about the employee during their employment that makes them unsuitable for the position or they fail to achieve the performance they are expected to achieve. The company's application form's objective is to prevent such incidents from happening. Application form should provide details about the applicant's history which should be then subjected to third party verification. In Support Services Group's case the application form is more of a formality than source of valuable information such as employment and education history. Application forms are not processed properly. In other words the validity of the information provided by the applicant is not verified or even recorded. Therefore if there is something about the applicant's background that might prevent them from being employed, it is not known until the applicant is already working for the company and an incident occurs. These incidents have a negative impact on the company's image. For example a vast amount of the case company's clientele consists of retail outlets and employee having a criminal background should not work on such locations. In addition since the applicant background information is not processed at all, the company's recruitment process is not BS 7858: 2006 compliant.

All security guards employed by Support Services Group Ltd are trained on the operational side of their position. For example they receive assignment training depending on where they are expected to work. The training is done by their immediate supervisors. However, the lack of training regarding the employing company's internal procedures and culture has a negative impact on for example the service quality. The company not having a proper induction process often leads to confusion among the staff and is followed by dissatisfaction and even aggression towards the company. In addition to the previously mentioned nature of the security work, dissatisfaction, confusion and aggression caused by lack of induction also contribute to the high staff turnover.

Naturally aggression and dissatisfaction have a huge impact on the guard's job performance which reflects to the company's clients. There have been occasions where the guards have gone to the client's staff for advice on Support Services Group Ltd's internal procedures and occasions where the client has enquired the security guards why they are not aware of certain procedures or policies. Hence, the team leaders and the account managers being immediate supervisors and the contact persons between the company and the clients have to handle the complaints from both the client and the guards.

6.1.3 Subcontractor Use

Due to high staff turnover and the problems in recruiting, the company purchases guards from several subcontractors to respond to the growing volume and to ensure the continuity of the service. Using subcontractors comes with two notable issues: it is not as profitable as using the company's own workforce and service quality cannot be guaranteed the same way it could be if own guards were used. In addition it creates a moral issue; why are subcontractors used when some of the company's own guards might need more work and there are unemployed people in the UK?

Figure 10 represents the number of subcontractor hours between 2008 and 2010. The year 2010 only contains the subcontracting hours from January to June. The reason being the time this project took place.

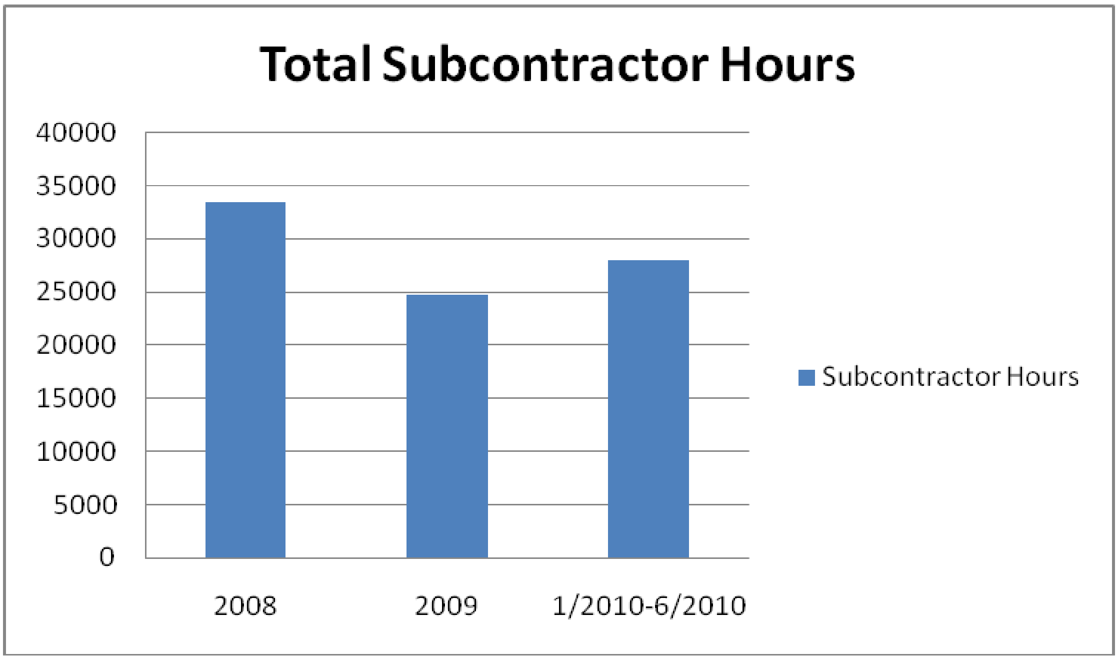


Figure 10: Subcontractor Hours 2008-2010
(People Hours 2010.)

Even though 2010 contains data only from the first two quarters, it is obvious that the number of hours is already higher than in 2009 altogether. If the trend remains the same, by the end of 2010 the number of hours will also be higher than in 2008. The notable increase can be explained with the increase in service volume gained from new clients or locations and with the grown demand for the Rapid Deployment (RDT) service. However, the company could use its own guards at least partially if the need for recruitment was assessed regularly and the actual process was planned better.

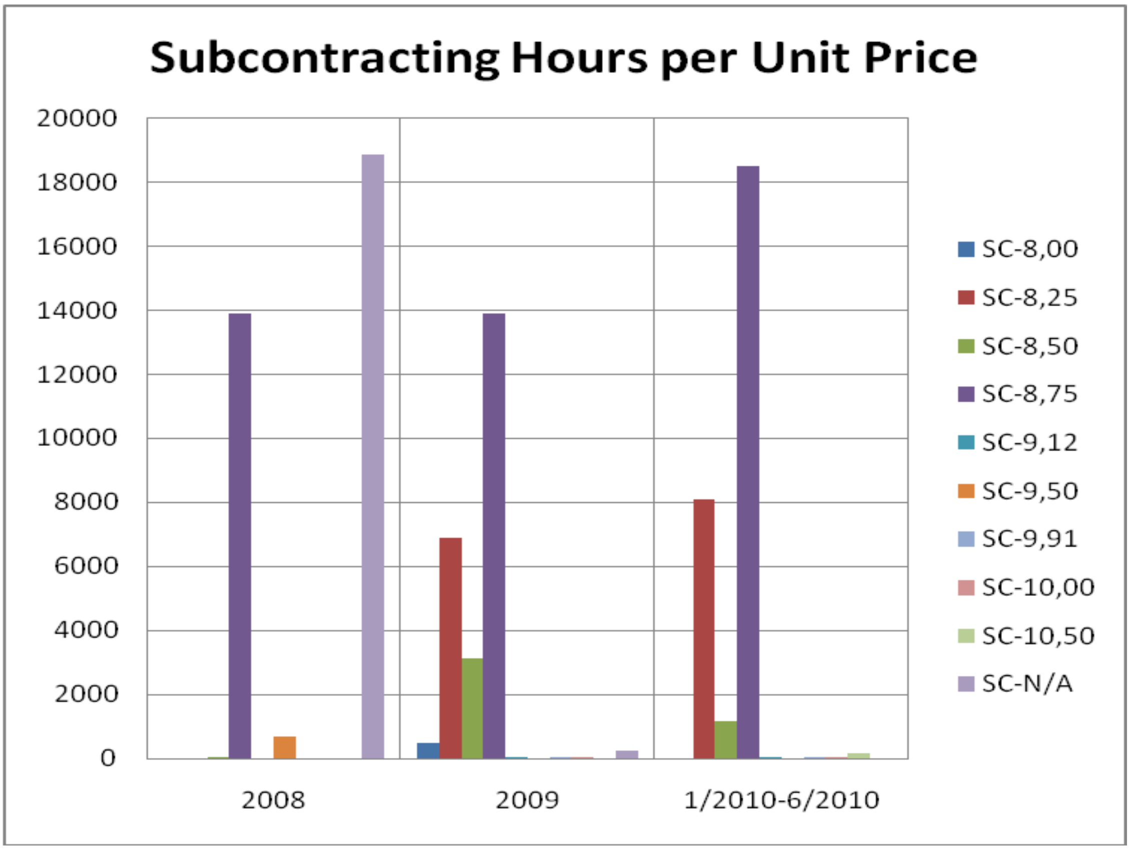


Figure 11: Subcontractor Hours According to Unit Price
(People Hours 2010.)

Figure 11 compares the number of subcontractor hours based on the price of the subcontracting service. The difference in unit price depends on the supplier as well as the location and type of guarding the subcontracting guards perform. The supplying company naturally wants to profit from providing their guards to other security companies. Therefore the price Support Services Group Ltd. pays to its subcontractors consists of the HR costs plus the profit each subcontractor wishes to gain.

Recruiting costs money and will have an impact on the service profitability in the short run. In cases where the service is based on an ad-hoc request, lasts only few days or weeks and the company does not have any employees available nearby, using subcontractors is more logical and more convenient. This also guarantees that the demand can be satisfied especially when the request is at a short notice. In these cases recruitment cannot be performed fast enough and if the company does not have any other clients in that specific area it is not sensible either. (Business Link 2010.)

However, as shown on Table 4 using subcontractors has a negative impact on the service profitability in the long run. Data presented on Table 4 is based on actual service hours the company has provided to one of its bigger clients. The service took place in May and June 2010. Although, the company had an employee near that particular location, a subcontractor worked some of the shifts. Table 4 compares shifts between an SSG guard and a subcontractor guard.

Employee	**Wages/Cost per Hour (£)**	**Service Hours**	**Rate(£)**	**Revenue (£)**	**Total Wages/Cost(£)**	**Profit(£)**
Support Services Group Ltd's Guard	6,00	8,00	9,79	78,32	48,00	30,32
Subcontractor Guard	8,75	8,00	9,79	78,32	70,00	8,32
Support Services Group Ltd's Guard	6,00	9,00	9,79	88,11	54,00	34,11
Subcontractor Guard	8,75	9,00	9,79	88,11	78,75	9,36
Support Services Group Ltd's Guard	6,00	9,50	9,79	93,01	57,00	36,01
Subcontractor Guard	8,75	9,50	9,79	93,01	83,13	9,88
Support Services Group Ltd's Guard	6,00	10,00	9,79	97,90	60,00	37,90
Subcontractor Guard	8,75	10,00	9,79	97,90	87,50	10,40

Table 4: Subcontractor Hours compared to SSG Guard Hours
(People Hours 2010.)

As shown above, the use of subcontractors is not nearly as profitable as using the company's own employees. Although it has to be recognised that in some cases the company's own guard is unavailable but the service still has to be provided in order to satisfy the client. Therefore a subcontractor might be the only solution.

The other negative issue that comes with subcontractor use is the possible harm it can do to service quality. (Business Link 2010.) Subcontractors are not trained by Support Services Group Ltd's team leaders and therefore no one in the case company can vouch for their know-how. The case company promotes and takes pride in the dedicated service level agreements it defines for its clients. Using subcontractors can potentially cause interruption in living up to them.

6.2 Planning the Project

The company realised that the problems it was having was caused by dysfunctional processes. It also understood that in order to support the recent and future growth the processes needed re-engineering. It was felt that if the supporting processes were designed to produce the optimal result for the core processes, the service provided to the company's clients would improve significantly. It was decided that the process re-engineering would be executed as a project. The project was presented to the future project organisation in November 2009. First few months was spent on researching the theoretical background of the project and analysing the existing processes. The actual work was started in the middle of January 2010 with planning the project.

The planning phase of this project was divided in to two sections; the project proposal meeting where the reasons and objectives for the project were discussed and the project plan meeting which outlined the technical details of the project.

The project was categorised as a research & development and it was decided that the project organisation would include me and the Service Centre manager Mr. Antony Monaghan. Once the organisation was assigned, a project proposal meeting was held where the ideas and objectives were presented and discussed. According to Lööw (2002, 23.) a project proposal is important because it helps to prioritise different approaches and plan initial timeframes and objectives. It also aims to encourage creative thinking and motivation among people taking part in the project. Lööw suggests that the proposal should be in writing but in Support Services Group Ltd's case the proposal was an oral presentation. However, the topics discussed in the meeting covered all the key areas: background, purpose, objectives, course of action, resources, project organisation and timeframe, Lööw (2002, 24 - 25.) outlines for an effective proposal.

The background of the project lay in the problems caused by dysfunctional recruitment and induction processes. These problems are discussed in earlier in chapter 6.1. Since the project organisation consisted of the Service Centre staff, it had analysed the dysfunctional processes through practice. The organisation was aware of the dysfunctional areas and the effects the dysfunctions had on satisfying the company's internal and external clients.

It was felt that in order to support recent and future growth and to get the optimal profit and performance from the manned guarding service, the company needed to identify and recruit quality individuals and to retain these individuals in the company. In addition the administrational and operational problems both in the Service Centre and Guarding Division needed to be fixed. The consensus was that if everything remained as it was, the existing problems would multiply and become even more complex as the service volume grew. As opposed to recruiting more administrational and operational resources, it was decided that re-engineering processes was more logical, beneficial and economical. This thought process led to one simple objective: create strong recruitment and induction processes and the appropriate inputs to support the company's core business processes. (Monaghan 2010.)

The company wanted the new processes to achieve the following objectives: improve service quality and profitability, retain staff longer and reduce human resource related costs and risks. In order to improve the service quality, the company's management felt that it needed to employ higher calibre individuals who are more likely to achieve higher performance and to reduce the administration burden from the team leaders and the account managers so they can concentrate on client service. This meant that the recruitment policy needed to be outlined and recruitment related administration needed to be optimized. (Monaghan 2010.)

Since recruitment and subcontractor costs can be seen as the Manned Guarding service's production costs, the company felt that by reducing them the service would become more profitable. It was felt that a strong recruitment policy would reduce the recruitment costs by setting bespoke criteria for the selection. It was felt that if recruitment is conducted properly, the recruitment volume can be reduced. In addition the company wanted to reduce the subcontractor use by indentifying, employing and retaining higher quality employees who could replace the subcontractor guards. (Monaghan 2010.)

To keep employees working for the company longer, the company recognised the need to invest in human resource management. If staff is inducted, motivated, treated, trained and developed better, they are more likely to remain working for the company longer and they are more likely to provide a better service for the company's clients. In order to achieve this it was decided that the company needed to send a unified message to employees by creating a strong induction manual and the supporting documentation. Not only would the induction manual serve as an introduction to the employing company but it would also give instructions how to comply with and follow the company's procedures. It was felt that a well-designed induction manual would reduce the number of most common employee complaints and queries. (See Figure 8.) In addition it was felt that all-inclusive induction would motivate employees and convey a message that they are highly regarded and cared for which in return would support retaining them longer. Retaining staff would also reduce the recruitment expenses since recruitment would be based on increased service volume rather than on high staff turnover. Mr. Antony Monaghan also wanted to build the induction process to protect the company from the most common employee related risks. (Monaghan 2010.)

Since the company also had a desire to achieve the ACS standard and to make its processes British Standard compliant, it was decided that BS:7858:2006 and ACS Workbook would be the frame of reference and guidelines against which the processes and inputs would be designed. (Monaghan 2010.)

The proposal meeting also defined resources, project organisation and deadline for the project. It was agreed that I would be the person executing the functional part of the project while Mr. Antony Monaghan would be the project manager. The company's Employee Concierge and payroll department were assigned to give advice and confirm facts if needed and to make sure all the bases were covered. Although no specific deadline was set, it was agreed that the project needed to be finished before my placement ended in August 2010. (Monaghan 2010.)

According to Lööw, the purpose of project plan is to deepen the project proposal (2002, 63.) Ruuska (2005, 160-161.) states that the most important objectives of project plan are to outline mile stones and tasks and to assign resources for them. He continues by suggesting that the project manager should define the spine for the plan and outline the initial tasks. After this the tasks can be described in detail together with the project organisation. Ruuska concludes this thought process by stating that planning and organising tasks should be continued throughout the project. While the project plan used in Support Services Group Ltd's re-engineering project might have not had all the details both Ruuska and Lööw suggest should be described, a lot of attention was paid on setting mile stones and tasks. During the initial meeting Mr. Antony Monaghan and I agreed on the following tasks:

- Analyse processes using BS 7858:2006 and ACS Workbook as guidelines
    - Recruitment
    - Induction
- Research process inputs in other words recruitment and induction documentation
    - What type of forms each process require?
    - What the forms need to contain?
    - Build structure for the induction manual by using ACS workbook as a guideline

- Research different induction manual solutions and apply the new information on the structure
- Run facts through appropriate people for example confirm wage related issues from Payroll department

(Monaghan 2010).

Before the action phase of the project could be started, Mr. Antony Monaghan sent me all the relevant documents such as BS 5878:2006 and the ACS Workbook. He also provided me with tools: Adobe Illustrator and Microsoft Visio for designing documents and other inputs. We also agreed that once I had completed a task, we would have a meeting to examine and analyse the results. We felt that having regular meetings would ensure the project would be more likely achieve the set objectives and additionally ensure the produced results were feasible and realistic.

The project proposal and plan were later used in a Power Point-presentation (see Appendix 4) presented in a meeting held in Derby on 8th of July 2010.

Even if the proposal and planning was not done completely by the book, it served its purpose well and suited the size of the project and the organisation. The phase was more than beneficial in later stages of the project. If we faced problems or had insecurities, thinking back to the planning phase helped us to remember the ultimate objective and to keep us motivated.

6.3 Analysing the Process

In order to start process re-engineering, the process needs to be described through analysis. This helps to understand and recognise the minimum number of activities and inputs the process needs in order to function. (Arhomaa et al. 1995, 77.)

The analysis conducted in Support Services Group Ltd. can be summarised as shown on Table 5. The questions presented on Table 5 are outlined by Arhomaa et al. (1995, 85).

Question	Recruitment Process	Induction Process
Who are the customers?	-Manned Guarding division-> Guarding Process-> The company's clients -Service Centre-> Administration processes	-Manned Guarding Division-> Guarding Process-> The company's clients -Service Centre-> Administration processes
What is the end result/product?	-High calibre security officers -Employees vetted according to BS 7858:2006	-Employees inducted and trained according to ACS standard -Knowledgeable employees -Committed employees
What phases are included?	-Applicant completing an application form -Applicant is interviewed -Applicant is security screened -Applicant is employed -Applicant enters the induction process	-New employee receives induction manual and other relevant documents -New employee completes induction documentation and send them back to the Service Centre -New employee gets entered into the employee database People Hours
Who is the process owner?	Employee Concierge	Employee Concierge Service Centre Staff
How the quality maintenance is done?	Setting criteria which allow moving from one task to another	Setting criteria which allow moving from one task to another
How the performance is measured?	Dedicated service level agreements	Dedicated service level agreements

Table 5 Recruitment and Induction Process Analysis

In this project analysing the new recruitment and induction processes meant recognising the problems the previous dysfunctional processes caused to the company's other processes, recognising the criteria set up by the ACS work book and BS:7858:2006 and identifying the minimum number of activities and inputs required for the processes to function.

The project organisation had a strong view how the re-engineering should be approached because the development areas, the minimum number of activities and the process customers had been recognised through practice as stated in previous chapters. Furthermore the meetings and discussions between the Service Centre and the team leaders or the account managers regarding all the problems reinforced these views. The project organisation was also aware what the processes needed to achieve as the objectives were outlined earlier during project planning.

The Employee Concierge and the Service Centre were assigned as process owners since one of the objectives of the project was to move the entire administration burden from the Team Leaders to the Service Centre. In addition the project manager Mr. Antony Monaghan felt that if the Employee Concierge and the Service Centre were the process owners there would be a higher possibility that the processes would be followed.

The project organisation felt that in order to ensure optimal performance for both processes, the quality of each activity needed to be monitored separately. It was agreed that once every activity and input had been designed, the criteria would be created accordingly.

The project organisation also felt that measuring the process performance was highly important because the project organisation wanted to be able to demonstrate that the new processes meet the customer's requirements and are an improvement to the old processes. It was decided that once both processes had been re-designed and implemented, dedicated service level agreements would be defined for both of them.

Recognising the customers and end results for both processes helped the project organisation to choose a method for redesigning the processes and to gain deeper knowledge about the required activities leading to the end result. Furthermore the organisation was able to make a list of inputs which needed to be designed and created to support the activities in the processes.

6.4 Redesigning the Processes

The redesign method used in this project was a combination of benchmarking and backward chaining. The redesign was started from the end of the processes. In other words the project organisation defined the chain of activities which leads to satisfying the customer's needs. This thought process was continued by defining what type of inputs and resources are needed in order to move from one activity to another. The reason for choosing this method was the primary customer being a core process. The project organisation wanted the new processes to produce the optimal result so the core process would not have to suffer from previously mentioned problems in any shape or form.

The benchmarking method was also strongly present in the redesigning phase. The processes were benchmarked against the ACS standard and the BS:7858:2006 standard. Using these standards as guidelines the project organisation was able to further define the required activities and inputs and set minimum performance requirements for the processes. This method was chosen because the Service Centre manager had a desire to become ACS and BS compliant. In addition the standards gave a straight and clear route for redesigning since the criteria defined in them were all-inclusive and supported the customer's needs.

The reason why the two processes were re-engineered simultaneously was their each other complementing and supporting nature. Recruitment process is always followed by induction process.

6.4.1 Recruitment Process

The objective of the recruitment process is to ensure that high quality individuals are recognised and recruited. The project organisation wanted the process to produce individuals who are more likely to achieve a high performance in their positions. The organisation also wanted to reduce risks related to the employee's history such as a criminal background which would have a negative effect to the service quality and fluency.

It was decided that in order to achieve the objectives, security screening needed to be conducted for every single applicant in addition to the customary interviews. It was acknowledged that conducting security screening would provide enough information about the applicants so a selection between qualified and unqualified individuals could be made.
Based on this conclusion the project organisation was able to identify the activities that lead to satisfying the recruitment process' customer's need. First, the applicant would be interviewed for initial evaluation. Second, the applicant's background information would be obtained. Third, the background information would be subjected to thorough vetting. Fourth, the team leaders would be informed whether the applicant had passed or failed the initial vetting, so they would know immediately if the applicant can be placed to work. Additionally the account manager would also be informed to ensure that the new process would be followed.

After indentifying the activities on a high level, the project organisation was able to define the needed resources and inputs for each activity. The conclusion was that team leaders would still conduct all the interviews and evaluate individuals accordingly. They would also have the applicants complete an application form. The application form would provide all the necessary background information and agreements needed for conducting security screening according to BS 7858:2006. It was also decided that the vetting and related administration would be conducted in the Service Centre. Two media were chosen for communicating the applicant's success or failure in security screening to the team leaders and account managers: Email and People Hours integration. The process was described with a flow chart presented in Figure 12.

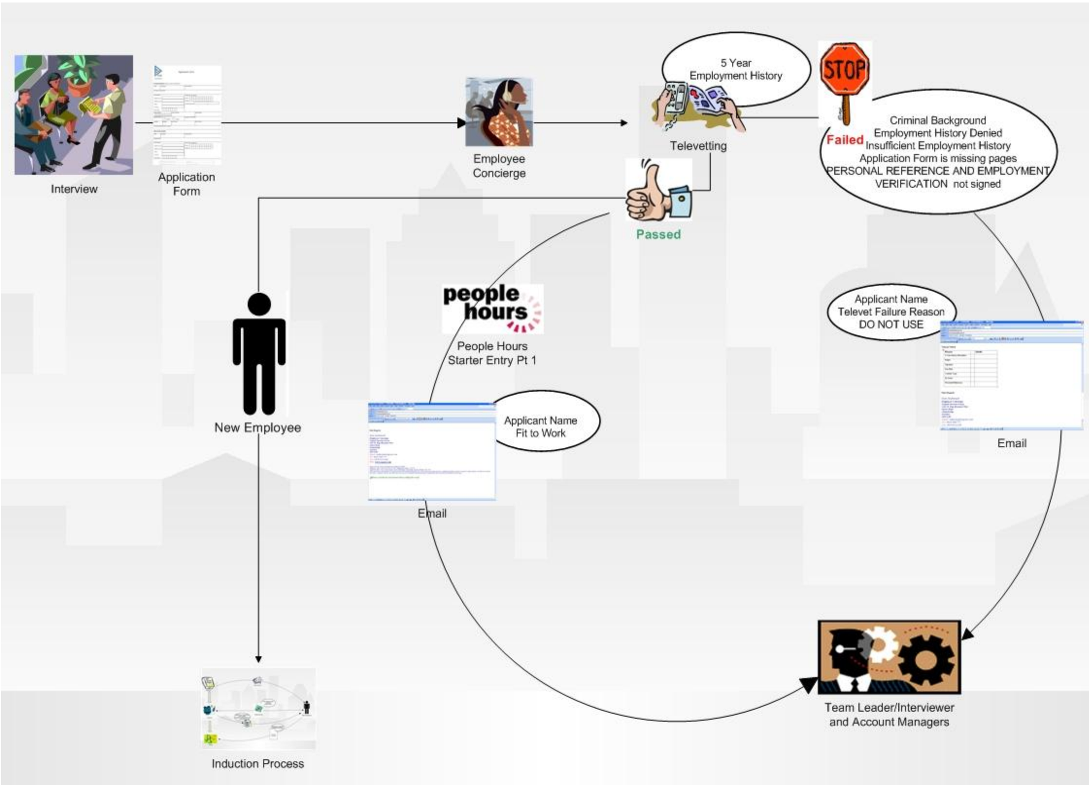


Figure 12: Recruitment Process Flow Chart

Once each activity had been assigned with a resource, the required inputs were designed using BS:7858:2006 as a guideline.

First, the project organisation designed a new application form which would be the most important input in this particular process. The information on it would allow the applicant to move from one activity to another. The foundation for document was the old application form but more importantly the BS:7858:2006 standard which set the minimum criteria for security screening.

According to BS:7858:2006 the applicant should provide minimum of five previous years of their background information. The information should cover the following aspects:

- Proof of identity and address of residence
- A valid SIA license number
- Details of education, employment, periods of self-employment, unemployment and gaps in employment
- Names of two individuals who have personal knowledge of the applicant and can confirm that nothing in the applicant's background can reflect adversely upon their suitability for the applied employment. However, the referees cannot be close relatives or individual residing in the same address
- Details of all cautions or conviction for criminal offences including motoring offences and pending actions.
- Details of all bankruptcy proceedings or court judgements
- An acknowledgement that misrepresentation or failure to disclose material facts can lead to immediate dismissal and/or legal action
- A signature on Personal Reference and Employment Verification agreement which authorises the employing party to approach current and former employers, government departments, individuals providing character references etc. for verification of their history

(BS:7858:2006 2006, 4.)

The final result is presented in Appendix 1. The sixteen page document is divided into six sections. On the first section the applicant's personal details such as name, address, telephone number and more notably the SIA license number are enquired. The reason for asking this information is because having the applicant personal details from early on allows the Service Centre to engage the employee as soon as they have passed televetting and entered into the induction process. It is also vital to have the applicants SIA license number. As explained earlier, a valid SIA license is a legal requirement for security officers in the UK. If the applicant does not have one or if it is expired or withheld, the applicant cannot proceed further in the process. The validity of SIA licenses can be checked via Security Industry Authority's website. To comply with the BS:7858:2006 applicants are also asked to provide photo copies of their SIA license, proof of address and identity.

The second section named "Suitability to Work" enquires the applicant's cautions or convictions including motoring offences and pending actions, financial liabilities and bankruptcy proceedings. This enquiry is BS:7858:2006 compliant. The information is vital especially due to the locations for example retail outlets where the security officers work. Individuals with a criminal background should not be placed on retail locations.

The third section queries the applicant's state of health by asking about physical fitness, illnesses and taken medication. It is important to know the applicant's state of health due to the nature of the security guards work. If the applicant has illnesses that might affect their performance or if the work has a negative impact on their health, the employer should be aware of them.

The fourth section asks the applicant to provide a valid 5 year employment history including periods of unemployment, self-employment and education. The BS:7858:2006 (2006, 8.) and The SIA Approved Contractor Scheme Self Assessment Workbook 2008 (2008, 36.) state that minimum of five years of the applicants history should be subjected to security screening. In addition the history should not have greater gaps than 28 days (BS:7858:2006 2006, 5).

The fifth section asks the applicant to provide details of residence abroad if any. This is also stated on the BS:7858:2006 (2006, 6.) The applicant is also asked to provide VISAs, work permits or other relevant documentation to prove their residency abroad.

Contact details for personal referees are enquired on the sixth section of the application form. According to BS:7858:2006 (2006, 4.) personal referees should be able to confirm the applicants history at least for the past two years. The personal referees should also confirm that there is nothing known about the applicant that might prevent them from being employed for the available position. An additional criterion is that the personal referees should be able to confirm the nature of their relationship with the applicant. However, personal referees cannot be close relatives or persons residing in the same address as the applicant.

The last sections of the form are agreements and interviewer evaluation notes. The applicants are asked to sign an agreement to verify that the information provided is valid and that they are aware of the consequences of foul play. The other agreement allows security screening. Interviewers evaluation notes page states the interviewer's opinion on the applicant against criteria such as appearance, experience and attitude. It also asks if the interviewer has seen the originals of the documents the applicant is asked to provide as photocopies.

After the application form was finished, the project organisation created a televetting process and a dedicated televetting form. (See Appendices 2 and 5) It was decided that the preliminary security screening would be calling the applicant's former employers to confirm their employment history. This procedure would be conducted by the Service Centre. In order for the applicant to pass the initial vetting the confirmation from the previous employer needed to be either an actual yes or contact details for sending a written reference request. All information obtained from televetting would be recorded on the Televetting form which would be attached to the applicants other documentation. According to BS:7858:2006 every individual seeking employment from the organisation should have a confidential security screening file which should be maintained for seven years. (BS:7858:2006 2006. 4, 12.)

Finally a bespoke process how the applicant should be entered into the company's employee database People Hours was created. This process is presented in Appendix 10. People Hours entry sends a message to the team leaders and account managers that the applicant has successfully passed vetting and is now fit to work on a customer location. To keep a record of the applicant's position in recruitment and induction processes as well as the information the company has on them, dedicated qualification description were created. These qualification descriptions are attached to the applicant's information sheet on People Hours. The information sheet allows team leaders, account managers and Service Centre staff alike to see where the applicant stands in the processes and what type of information has been obtained so far.

Last phase of re-designing was creating quality management criteria against key activities in order to ensure optimal process performance. It was decided that if the criteria are not met, the process cannot advance to the next stage. These criteria are described in Table 6.

Task	**Quality Criteria**
Interview	1)Application Form should not be sent to the Service Centre if interviewer feels the applicant is not qualified for the position 2)Application Form needs to cover 5 year history 3) Application Form needs to have all pages completed including signatures 4) All pages need to be sent to the Service Centre
Security Screening/Televetting	1) History needs to be confirmed. Covering the minimum of five years. 2) No additional information is discovered that might reflect adversely upon the applicant suitability for employment

Table 6: Quality Criteria for Recruitment Process

Once the project organisation had completed the re-designing phase, it prepared to present the new process in a meeting with the account manager and the team leaders.

6.4.2 Induction Process

The defined objective for the induction process was to make employees want to work for Support Services Group Ltd and to train and develop them to the highest level possible. Another important objective was to reduce the vast number of employee complaints and other administrative problems which were caused by the employees' ignorance regarding the company's policies and procedures. The project management knew that in order to achieve these objectives, all new employees needed to be provided with tools to integrate and succeed in the company. In addition the company wanted to send a unified message which would support emotional integration as well. It was agreed the following chain of activities and tasks would best support the ultimate objective. First, the Service Centre needed to engage the new employees as soon as they had successfully passed vetting. Then the induction related information and documentation needed to be send to the new employee. The last phase of the process would be receiving the completed induction documentation back from the employee. Figure 13 is the process flow chart created to describe the Induction Process.

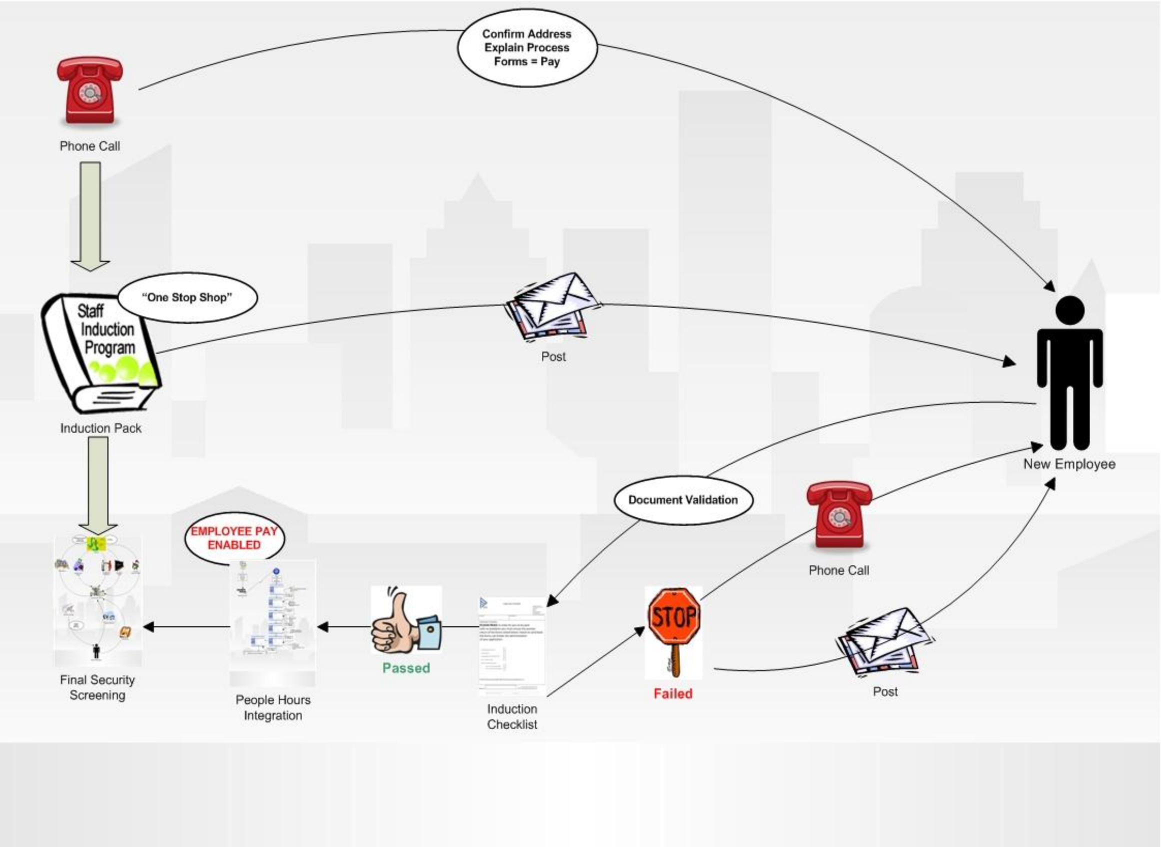


Figure 13: Induction Process Flow Chart

After the process was described on a high level the project organisation started to plan inputs and resources. It was decided that from that point on the Service Centre would perform all the administration regarding new employees so the team leaders could focus on more important tasks. Team leaders would only conduct interviews and provide the application form to the Service Centre. Furthermore this way the Service Centre was more likely to get all the information regarding the new employee before they actually start working.

It was agreed that the best way to induct employees was to create an all-inclusive induction manual. Due to the company's desire to achieve the ACS standard, the ACS Workbook was used as the most important frame of reference when designing the structure for the manual. The vision was not only to introduce the company to the employee but also to provide every piece of information the employee needs during the course of their employment. The company also felt that it needed to make sure the most common employee queries and complaints get an answer or instructions on the induction manual.

By combining the guidelines from ACS workbook and the project organisations own experience from employee ignorance the induction manual presented in Appendix 7 was compiled. The induction manual consists of 13 main chapters. The first chapter is the introduction to the company. The chapter provides information such as the company background and organisational structure. Providing background information is not only a criterion defined on the ACS work book (The SIA Approved Contractor Scheme Self Assessment Workbook 2008, 43.) but also helps the new employee to commit to the company. The company wanted the employees to know who they work for and what the company's mission statement is. It was felt that this way the employees would more likely be better representatives of Support Services Group Ltd.

The second chapter provides advice how to get started in the company. The chapter outlines how the employee successfully completes the induction process. It contains a list of forms that need to be completed and a list of other documentation that needs to be provided. To ensure the employees success in completing and submitting the required documents instructions how the forms are completed to a satisfactory level is provided as well. The company felt that this chapter was important to include in the induction manual since the company had had so many problems in the past getting the forms back from employees completed to a satisfactory level.

The second chapter also introduces the Employee Concierge Service to the new employees. The company felt that the introduction was vital, since the Concierge is the first point of contact between the company and the employees. The mission statement of the service is to respond to the employee's queries within twenty four hours and to solve the query within seventy two hours. In the past the employees did not know how to engage the Concierge which led into difficulties that prevented the Concierge to achieve the mission statement.

The third, fourth and fifth chapter consist of information about training, appraisals and promotions. By informing new employees about possibilities for learning, developing and advancing not only improve motivation but is also in accordance with ACS criteria. (The SIA Approved Contractor Scheme Self Assessment Workbook 2008, 44, 52.) In addition the company felt it was important to outline the scale of training and appraisals so the employees would be more active in ensuring they receive everything they are entitled to. The vision was that training and appraisals should be two-way events where both parties have an equal effect to the course of action. A dedicated section on promotions was added as well since the company wanted the employees to express their desire for more demanding positions. It was felt that recognising employees with potential for promotions supported recruiting for example new team leaders from the company existing staff.

Chapter six provides details of employment addressing issues such as job location, working time, holidays, sickness and grievance and disciplinary procedures. All of which are outline on the ACS Workbook. (The SIA Approved Contractor Scheme Self Assessment Workbook 2008, 36 - 54.) The project organisation also wanted to give detailed explanation of the above mentioned because the employees' ignorance about such issues often caused inconveniences in the past. It was felt that if the employees were provided with instruction how to comply with the procedures, they would be able to complete them to a satisfactory level faster. Additionally they Employee Concierge would be able to solve queries regarding for example grievances more fluently if the employees were able to follow the dedicated procedures.

The seventh chapter is an introduction to timesheets. It provides advice how to successfully complete and submit a timesheet. Due to the company's persisting timesheet related problems, this chapter was a crucial part of the induction manual. The project organisation wanted to attack the most common yet most easily solvable employee related inconvenience on the induction manual. It was felt that providing instructions and an introduction to timesheets the persisting problems in invoicing and wages could also be avoided.

The eighth chapter is based on the most common employee queries and complaints: wages. The chapter explains the company's pay cycles and pay dates as well as the company's policy on overtime, bank holidays, advances and deductions. Images of pay slips were also attached to the manual to support the interpretation and understanding of wage related issues. The chapter also has a short description of pay queries. It contains a list of the most common reasons why wages are not paid on time. The purpose of the list is to help the employee identify the reason themselves and to present their problem to the Employee Concierge. The project organisation felt that proving a detailed description of all wage related issues would help to reduce the number of pay queries. On the other if a pay query is inevitable, the employee would be aware of the procedure and would therefore get paid faster.

Chapter nine consists of instructions for conduct on a client location. The chapter contains information on physical appearance, use of machinery and equipment as well as behaviour at work. By providing instruction on the above mention issues helps employees to provide a better service for the company's clients. Additionally the employee is more likely to represent the company positively, since they are aware of the image the company wants to convey through its security guards. The SIA Approved Contractor Scheme Self Assessment Workbook 2008 (2008, 43.) also suggests that induction should provide a policy on the above mentioned issues.

The tenth chapter outlines how to act when an accident or an incident occurs while working. This an important information for Support Services Group to convey to its employees since one of the company's dedicated key performance indicators is the frequency and handling of incidents on site. The chapter also instructs how to complete the company's incident and accident forms (See Appendices 11 and 12.) which were also created during this project.

Resigning, dismissal and redundancy policies and procedures are explained on the eleventh chapter. The project organisation felt it was important to explain the procedures because in case of an employee leaving the company would be better prepared to hire replacement and organise cover. In addition if the employee was able to follow the procedure it would be more likely that the company would get equipment such as uniforms back faster. On the other hand the employee would receive the last wages on the following payroll if their exit from the company was administered fluently.

Chapters twelve and thirteen contain lists of documentation, forms and policies the employees are entitled to during their employment. The project organisation wanted to include the lists to the induction manual to ensure that employees are aware of all the forms they might need during their employment as well as all the policies the company complies with. It was decided that the company policies would be available upon request. Sending policies together with the other documentation might cause information overload which might lead to confusion.

Since the re-engineering was seen as a new beginning, it was decided that all employee related documentation would be re-designed and re-branded to support the induction process and its ultimate objective. In order to avoid the previous administration difficulties and the negative trend of missing key information, it was realised that in addition to induction related forms, forms for each employee related procedure needed to be created. The content of these documents were carefully designed because the project organisation wanted the forms to provide all the necessary information needed in each procedure. It was decided that all new employees would get all the forms during their induction, so they wouldn't have to request forms later and the Service Centre wouldn't have to spend time on sending the documentation. The forms created during this project were: Application Form (See Appendix 1), Starter Form (See Appendix 13), Change of Personal Details Form (See Appendix 14), Holiday Request Form (See Appendix 15), Absentee Form (See Appendix 16), Leaving Notice (See Appendix 17), Employee Leaver Form (See Appendix 18), Training Record (See Appendix 19), Appraisal Form (See Appendix 20) and Expenses Form (See Appendix 21).

The objective of Application Form, Employee Starter Form and Change of Personal Details Form is to ensure that the company has all the necessary and up-to-date information regarding the employee such as their address, telephone number and bank details. It was necessary to create these forms so persisting problems caused by out-of-date or missing details could be avoided. It was felt that if the employees were provided with tools and instructions to keep their own details up-to-date, the previous persistent inconveniences could be avoided better. Holiday Request, Absentee and Leaving notice were created to ensure the company knows well in advance if the employee is planning to have a holiday or absence or to leave the company. The team leaders need a proper notice in order to organise cover or replacement so the service does not have to be cancelled.

Employee Leaver Form was created so the company can administer leaving employees better. Leaver form provides details about payment or deductions due, company property waiting to be returned and holiday entitlement left. The information helps to ensure that both the employee and the company receive everything they are entitled to. The form also acts as a written proof that everything has been completed according to policies and standards.

Training and Appraisal forms ensure employees get trained according to the company's training policy and that they get regular appraisals. The forms also act as records for received training and appraisals. The SIA Approved Contractor Scheme Self Assessment Workbook 2008 (2008, 44 - 45, 52.) states that all employees are entitled to training and regular appraisals. Both should also be recorded in writing and attached to the employee's employee records. It was felt that having dedicated forms for the procedures would not only ensure the employee getting trained and appraised according to the company's policies but also help to plan further training and indentify individuals with potential for promotions.

Expenses Form was re-designed to be more simple and easier to complete. The objective was to design a more up-to-date form which would be easy to complete and hence administrate.

To promote a positive company image and to create a strong basis for employee-employer communication, the project organisation decided to make the induction process an interactive chain of events between the company and the employees. This vision allowed the process organisation to assign resources to each activity. It was decided that the Service Centre would distribute the Induction manuals and the forms to the employees and administrate the completed forms once they would be received back. To support and ensure the employees successful compliance with the process it was decided that the Service Centre would first call the new employee to confirm their address and to inform them that an induction manual and related documentation would be sent to their address. The additional objective for this call would be emphasising the importance of completing the induction related documents and sending the forms back to the Service Centre. The project organisation felt that this was a vital point since some of the documents were vital for successful payment of wages. For example the induction documentation includes the employee starter form through which the employee’s bank details are obtained.
After the first contact with the employee, the induction manual and the company forms would be sent to the employee’s confirmed address. To further ensure and support the employee’s successful compliance with the induction process a bespoke induction check list (See Appendix 8) was created. In addition the project organisation decided to create an induction envelope which had the Service Centre address pre-written. (See Appendix 9) The project manager Mr. Antony Monaghan felt that if the envelope was provided beforehand, it would prevent the employees from sending the completed documents to the wrong address. In addition Mr. Monaghan felt that a company branded envelope would convey a positive and caring image of the company as an employer.

The last two activities in the induction process as described earlier in Figure 13 are receiving the successfully completed induction documents back from the employee followed by the complimentary People Hours integration. However, the project organisation decided that if the employee failed to complete any of the forms or failed to submit any other documentation the employee would receive a call from the Service Centre. This activity was added to the process because the project organisation wanted to further guarantee that insufficient employee data would not be present in the re-designed process.

The second part of the People Hours integration process dubbed People Hours Entry part 2 is presented in Appendix 22. It is a complimentary sub-process to the previously described People Hours Entry part 1 sub-process. It was agreed that the employee would not be able to advance from this sub-process until all their induction documentation was completed to a satisfactory level and sent back to the Service Centre. The purpose of this sub-process is to verify the previously received employee information as well as complete the information which is acquired only during the induction process. The second People Hours entry also updates the previously mentioned quality criteria. The criteria entered in this sub-process not only states the employees phase in the process as in the previous People Hours sub-process but it also states for example the type of the employee's contract and the type of the submitted tax form.

After the employee has successfully completed the previous activities, they can be moved to the last activity which is the final security screening. The reason why the security screening is divided into two sections is the time consuming nature of the activity. As recommended through-out the BS:7858:2006 standard all information obtained from security screening should be in writing. (BS:7858:2006, 2006.) Receiving the written confirmation from previous employers and personal referees can take time. Support Services Group Ltd. cannot wait for confirmation since the requirement for new security guards is often urgent. Therefore it was decided that passing televetting would allow employees to work however on probation and passing the rest of the security screening would end the employee's probation period and confirm their employment with the company. The complimentary security screening process was described in a flow chart presented in Appendix 3.

After the project organisation had finished re-designing the induction process, it created quality management criteria (See Table 7) in order to ensure optimal process performance. As in Recruitment Process, each criteria needs to be met before moving from one activity to another.

Activity/Task	Quality Criteria
Creating first contact -Phone call	1)Address and contact details must be confirmed 2)Induction Process must be explained to the employee 3)Importance of completing the forms to a satisfactory level and sending them back must be emphasised
Sending the Induction Manual and the company forms	1)Everything must be sent to the employee 2)Everything needs to be sent well before payroll
Receiving completed forms back	1)Everything mentioned on the Induction Checklist must be received back 2)Additional documents must be originals not copies

Table 7: Quality Criteria for Induction Process

After the induction process was re-designed the project organisation prepared for a meeting with the account managers and team leaders.

6.5 Informing Focus Groups

Once project organisation had completed the re-design phase for both processes to a satisfactory level, a meeting with the account mangers and team leaders was organised. The purpose of the meeting was to present the results and start the preparations for testing and implementing the processes.

The meeting was held in Derby on the 8th of July 2010. The final report in this particular project was a PowerPoint-presentation. (See Appendix 4) The presentation consisted of the following topics:

- Vision and Aim of the project
- Summary of created processes and inputs
- List of service level agreements for the new processes
- Conclusions

Since the focus group of this meeting was the company's team leaders and account managers, the meeting emphasised the focus group's responsibilities in the new processes. The project organisation explained the reason for each activity and what was the focus group's role in them.

In addition to presenting results, the meeting had another important objective. It was acknowledged that the implementation stage is where the re-engineering projects would meet the most resistance (Cheraghi et al. 1999). The project organisation had a desire avoid this resistance by motivating and encouraging the focus group to embrace the re-engineered processes and the effects they would inevitably have on the company. The project organisation was aware from early on that the transition phase would be complex and difficult because the old and new processes would have to co-exist for some time. Therefore the organisation stated that patience, co-operation and communication were needed from both the focus group and the project organisation.

Before the processes could be tested and implemented the project organisation requested feedback and comments from the team leaders and account managers. Their feedback allowed the project organisation to apply the final adjustments to the processes.

To further encourage the focus group dedicated service level agreements for the newly re-designed processes were defined. It was agreed that applicants would be televetted within 24 working hours after receiving a valid application form and rest of the vetting would be completed within 12 weeks after the applicant had successfully entered the company's induction programme. The project organisation felt that setting service level agreements was important because it helped to set deadlines and evaluate the volume of applicant forms the Service Centre could process.

The meeting was ended by announcing that the processes would be implemented on the following Monday the 12th of July 2010.

6.6 Testing and Implementing the Processes

According to Arhomaa et al. (1995, 129.) one method to test re-engineered processes is to ask customers, staff and other focus groups how they feel about the new processes. In Support Services Group Ltd's case the new processes were tested by subjecting them to team leader and account manager feedback, critique and comments. The majority of the feedback was received during the meeting in Derby which gave the project organisation time to make adjustments to the processes before the launch date. It was agreed that once the processes had been implemented, everyone involved should keep sending feedback and comments since the possible inconveniences in the re-engineered processes would only surface after they had been put into practice.

Simulation is another more in-depth method to test newly re-engineered processes. According to Morris and Brandon (1993, 227.) simulation phase helps to define the effect the new processes have on other processes and the possible overlaps within and between the processes. Subjecting the re-engineered processes to simulation also reveals ineffective activities and resource use if there are any. In Support Services Group Ltd it was agreed that the first few weeks following implementation would be regarded as so-called "test runs" or "simulation runs". Even if the method used in the case company does not fit the definition of simulation to the point, it still served the same purpose. The objective of the testing phase was to test the new processes in a real situation and to reveal areas that needed further developing.

It was acknowledged that it would be impossible to test if the new processes met the objectives set in the beginning of the project. Objectives such as retaining staff longer or improving service quality through educated guards are long-term effects and whether these objectives are met cannot be determined so soon after the implementation. However, it was known that simulation was able to reveal possible performance overlaps and ineffective resources and activities. In addition the project organisation felt that the effect the new processes had on the reoccurring administrative problems could be determined to some extent.

The testing phase started once the Service Centre started receiving application forms. First, the application forms were compared against quality criteria presented in Table 6. Due to the unavoidable transition period, both old and new versions of the application form were received. Naturally the old versions did not meet the quality criteria but had to be accepted in order to avoid rejecting applicants who had already been employed as per the old recruitment process.

Once the application forms had been divided into sufficient and insufficient through quality maintenance, the project organisation began testing the televetting activity according to the quality criteria defined in table 6. The insufficient application forms were sent back to the person who had conducted the interview and the sufficient forms were subjected to televetting. Four Service Centre employees performed the activity by calling the applicants previous employers, educational institutions and other relevant parties. If the confirmed history covered five previous years, the applicant passed the televetting and was moved in to the next phase of the process.

The problem the testing revealed in the televetting was that in some cases previous employers would not give an oral confirmation due to Data Protection Act. Instead they requested a written reference request to be sent to their human resources department. However, the previous employers reported if the applicant had been forced to leave their previous employment due to a reason such as theft. As mentioned previously we recorded the results for each applicant on the newly created televetting form. (See Appendix 5)

Once the Service Centre had televetted around fifty applicants, the problems discovered were analysed and solutions for them sought. The conclusion was that a request for a written reference would have to be sufficient enough to pass the applicant. However, the contact details for the previous employer requiring the request would have to be obtained. It was felt that this would at least provide some indication if the applicant’s history was valid or not. It was decided that written reference requests for every previous employer would be sent once the applicant entered the final security screening process. However the general consensus among the project organisation was that that the company was closer to the original objective: identifying the more qualified individuals. The televetting activity was able to reveal applicants with insufficient or invalid history and applicants who had something in their background that prevented them from being employed. Another aspect discovered from testing the televetting activity was the daily volume of televetted applicants the Service Centre was able process and still meeting the defined service level agreement. The daily average during the testing phase was around 25 to 30 applicants excluding the rejected.

The next part of testing was entering the televetted applicants into People Hours by following the sub-process presented in Appendix 10. The entry signifies the applicant becoming an employee. The first part of the People Hours entry is to enter the employee's personal details obtained from their application form. The avoid confusion it was decided that a prefix "1-" would be put in front of the new employee's name to indicate that they had passed televetting but had not yet been inducted. In addition a list of passed and failed applicants was emailed to the team leaders and account managers.

Subjecting the sub-process to testing proved that unlike before, the entire company was now aware of every new employee since each of them were on People Hours with correct contact details.

However, due to the transition period some problems occurred around the time the People Hours Entry part 1 was tested. There were few employees who had failed televetting but the team leaders had placed them to work anyway. It was discovered that there were two reasons for this: the application form was send to the Service Centre after the applicant had already done shifts or the team leaders were confused by the co-existence of new and old processes and therefore did not understand to check the employee's status from People Hours. To avoid such problems from repeating the project organisation had an additional discussion with the team leaders who had placed the failed applicants on a client location. Since the first part of the People Hours integration was the last activity on the recruitment process, the testing could now advance to the induction process.

Having a sufficient number of applicants who had completed the recruitment process allowed the project organisation to test the induction process. Each activity was tested by using the quality criteria presented in Table 7 as guidelines. Since the testing followed the chronological order of activities, the testing began with calling the previously mentioned applicants. As previously stated, the objective of this call is to introduce the Company and the Service Centre to the new employee and to confirm their address. More importantly the induction process is explained to the employee. The most important aspect of testing this particular activity was to find the right tone for engaging employees so they would feel welcome and be successful in following the induction process. The project organisation knew that it was important to emphasise the negative effect the failure to comply with the process might have on the employee's wages without sounding too hostile. It was felt that good first impressions are more likely to set a strong basis for future communication with the employees.

The employee reactions during the test phase were mostly positive. Each of them seemed to be curious about the induction process and agreed to follow the instruction they were given. During testing, the company was in a transition period and the company pay day was only a week away, therefore the importance of successfully completing and returning the induction forms was emphasised even more heavily. Normally new employees would be called as soon as they had passed televetting in which case they would have not worked yet. Hence, the employees would have more time to complete the forms and the Service Centre would have more time to process them.

The problems caused by the transition period had negative impact on testing the next activity. As mentioned earlier some employees had been placed to work before the Service Centre had a change to televet them. Since pay day was close, the project organisation was forced to prioritise fourteen employees who had performed shifts on the pay cycle that was about to be paid. Although the number of these employees was small in comparison to the total number of employees who were part of the new processes, it still added extra pressure to testing.

Once the priority employees had been called, the induction pack was compiled and sent to their confirmed address.

The forms completed by the priority employees started arriving two days after the induction pack was sent. At this stage the project organisation was able to evaluate the content of the first telephone calls by comparing the received forms to the induction checklist (See Appendix 8). The objective was to observe if the forms had been correctly completed and if all required documents had been sent back. This observation revealed that only three employees out of fourteen were successful in completing and sending all required documents back. The rest had to be called and asked to send the missing documentation to the Service Centre immediately. The most problematic document turned out to be tax form. The employees were not always able to provide their tax form due to them not getting it back from their previous employers. In other cases the employees send photocopies of their tax forms which cannot be accepted.

After all required documents had been received People Hours data was updated according to the People Hours Entry part 2 process. (See Appendix 22)

Once both processes had been subjected to testing, the project organisation agreed to make adjustments to remove the discovered inconveniences and problems. While, the process structures themselves did not need notable adjustments, the content of inputs such as forms or instructions had to be revised. For example, the Induction Checklist was rewritten to be more apprehensible. It was agreed that in addition to new employees the entire staff should be introduced to the re-engineered processes as soon as possible. It was agreed that the induction manual and all new company forms would be send to every security guard on the company's payroll. The project organisation was aware that it was vital to keep observing and analysing the processes constantly in order to avoid any inconveniences and problems reappearing in the future.

The project ended in August 2010. The project organisation held a meeting to the Service Centre staff to summarize the project, to present the results and to discuss the changes the new processes would bring to the functionality of the division and to the work load of the Service Centre staff. In addition the project manager Mr. Antony Monaghan compiled an internal newsletter, where the project and the results were explained. This newsletter was distributed via email to the managing directors, business unit managers, team leaders, account manager and to the Service Centre staff.

7 Conclusions

This chapter provides an insight to the results and conclusions that followed after the re-engineering project was finished and the processes had been partially implemented. In addition the possible future research topics are discussed.

7.1 Summary of results

The objective of the re-engineering project was to improve the quality and profitability of the Manned Guarding service by employing higher quality individuals and training these individuals to the highest possible standard. In addition the company wanted to retain staff longer through all-inclusive induction and better treatment which in turn would allow the company to reduce recruitment costs and subcontractor use. The other important objective was to release the Service Centre from all the administrational difficulties it had due to staff not being inducted properly. The added value the company wished to gain from this project was to renew its status and achieve a higher score on Security Industry Authority's Approved Contractor Standard.

Based on my experiences it is fair to say that this project was necessary to execute if the company wanted to ensure operational functionality and better service profitability and quality in the future. If this project had not been executed and the company's service volume had continued to grow, the dysfunctions and problems would have been multiplied by the increased service volume. It was impossible to determine during the actual project if the long term objectives would be achieved but the general consensus in the company was that the re-engineering would be a step closer to the right direction. Even during the testing phase the Service Centre staff and the team leaders alike were able to understand the positive effects the re-engineered processes would have once the transition period was over and both processes were fully implemented.

As mentioned earlier we were able to see some positive results during the testing phase. The recruitment process was able to indentify undesirable applicants through televetting. The team leaders were released from their administration workload. New employees reacted positively to the induction process and were able to understand and follow it. The Service Centre was able to obtain a more extensive set of details from the new employees which in turn would allow a more fluent employee related administration in the future. Employees now had better information and tools in order to be successful at following and complying with the company's procedures. According to Mr. Antony Monaghan the company has so far introduced 360 employees to the new process within the first three months after the processes were tested and implemented. He states that the company has already identified notable changes in the way employees and clients respond. Mr. Monaghan feels that the new processes are more in line with the company's strategy, and he expects the benefits of the new processes will be seen profoundly once the existing employees are subjected to the new processes. (See Appendix 24)

I feel that if the company is able to fully implement the recruitment and induction processes, it is likely achieve the objectives set in the beginning of this project. The company had a profound awareness of the problems and dysfunctions through practical experience and in addition it had clear and realistic objectives. Since these aspects were acknowledged throughout the project the preconditions for the realisation of the objectives are more realistic.

Although, the project was all in all successful there are some aspects that could have been done better. We should have analysed the risks involved in the transition period and constructed an extensive plan to manage them. For example the problems we had during payroll could have been avoided if we had indentified the existence of this particular risk and constructed a plan for avoiding it. Had we run a pay details report on the new employees earlier, we would have not been in such a hurry to get them through the induction process. I also feel that we should have involved the team leaders and account managers more in the planning and execution of the project. This might have prevented the team leaders from placing employees recruited and inducted according to the new processes on site before the Service Centre had full details on the employees.

The company had the Approved Contractor Scheme audit in the beginning of September 2010. The company succeeded in renewing the standard as well as improving its score from previous years. As mentioned earlier by achieving a higher level against each sub-indicator improves the company's overall performance on each key indicator. Hence, the company achieves a better score. Support Services Group Ltd. achieved a total score of 79 in 2009 and in 2010 it was 101. (Approved Contractor Scheme Achievement Record 2010.) According to Antony Monaghan the company is now among the top 1% within the security industry by the ASC scheme. (See Appendix 24) He states that the results are based notably on this particular project. The company's performance against each ACS indicator is presented in Appendix 23.

One of the additional objectives set for the project presented in this thesis was to improve the company's score on the people indicator which consists of employee related criteria. The audit held in September 2010 proved that the company was able to achieve this objective. The total score the company achieved on the people indicator was 18 in 2009, while in 2010 the score was 28. (See Appendix 23) The most notable improvement was achieved from the sub-indicator 6.1.11 which consists of criteria for induction. Previously in 2009 the company's score was 0 but in 2010 at company achieved the highest score 3. There were some sub-indicators that remained the same as in 2009. However, indicators such as 6.1.2 which defines criteria for training policy are likely to improve once the company has fully implemented the new processes has a written records to prove its compliance with these indicators. (Approved Contractor Scheme Achievement Record 2010.)

7.2 Managerial Implications

Although, this thesis focuses on describing a specific situation in a specific company, other companies operating in the security sector can use this study as a guideline to execute similar projects, since the security industry's regulations, standards and methodologies are strongly present throughout the thesis. However, this thesis can provide a framework and a case example to companies in other sectors as well since the re-engineering was conducted on human resource management processes rather than on sector specific processes

7.3 Theoretical Linkages

The theoretical background was constructed on the problems and the solutions applied for solving them. Studying and analysing different aspects and methods of human resource management and processes and understanding these phenomena in the case company created a strong basis for the analytical part of the empirical study which later provided help in choosing topics for further study. Examining the theoretical background behind process re-engineering and project provided working methods and tools for solving the problems in the case company's human resource management processes. The functional part of the empirical study describes how these methods and tools were applied in the case company during the course of the project presented in this thesis.

7.4 Future Research Possibilities

As mentioned earlier, the objectives set for the project in the beginning are long term effects. Therefore the company would benefit from agreeing on dedicated indicators, against which the achievement of the objectives is monitored. Table 8 represents a list of suggested indicators which the company could use for monitoring the success of the re-engineered processes.

Objective	**Indicator**
Staff quality	-Client satisfaction -Service level agreements -Client key performance indicators
Staff knowledge	-Internal company procedures -Employee Concierge -Client satisfaction -Appraisals
Staff permanence	-Staff turnover
Staff satisfaction	-Appraisals -Employee Concierge
Service quality	-Client satisfaction -Service level agreements -Client key performance indicators
Service profitability	-Production costs

Table 8 Performance Indicators for Re-Engineered Processes

Although, the company monitors client satisfaction constantly in monthly meetings, it would also benefit from conducting a dedicated client satisfaction query. The query could target the aspects expected to improve after the implementation of the re-engineered processes. In order to get a valid comparison between the old processes and new ones, the company should especially target long term clients who have had guards employed according to the old processes and guards employed according to the new processes. The clientele’s opinion could be enquired on for example service quality and the know-how and quality of the security guards.

In addition, the company could enquire its clients if they have detected any improvement since the new processes were fully implemented. If it is felt that methods such as forms are too elaborate for the client, the enquiries could be done in the monthly meetings.

Another method to evaluate the success of the project is to examine service level agreement and key performance indicators. If notable improvements are discovered, it signifies the success to some extent. For example if the company is able to deliver the service level agreement better than previously, this increase can be traced back to specific security guards.

In order to define whether the employees are more knowledgeable than previously, the company should monitor how well the employees follow the company's internal procedures. If the previously constant administrational problems decrease, and the number of specific employee complaints and queries decrease, it can be determined that the company was able to educate its staff to the desired level.

The satisfaction of employees could be evaluated during regular appraisals. Appraisals are a two-way conversation where the employee's performance and satisfaction are determined. Employees should be asked if they feel that the company's induction, training and development policies are sufficient enough. In addition, employee satisfaction can be determined by examining the nature and number of the complaints and queries the Employee Concierge receives. If both indicators demonstrate a positive trend, it can be said that employees are more satisfied than previously and the company is able to satisfy their need of induction, training and development.

Since the company suffered from constantly changing staff, it is vital that staff turnover is constantly monitored. If it is discovered that the company is able to retain high quality staff longer than previously, it is fair to say that the objective to decrease staff turnover was achieved.

Another important aspect to monitor is the effect the project has on the service profitability. The objective of this project was provide a good foundation for cutting production costs such as recruitment based on employees resigning and subcontractor use. Therefore, the company should examine if the costs decrease after the processes have been fully implemented.

If it is discovered that objectives are not achieved, the company should analyse the reason for it by reflecting back to the actual project and construct a plan to develop the processes further in order to achieve the objectives.

8 Afterword

I feel that, both I, as a professional, and the company, as a security industry operative, learned a lot during the course of this project. I discovered new aspects about real life R & D project work, and about interdependency of processes and functions within a company. I feel I can apply what I learned in Support Services Group Ltd. in my future aspirations. The company learned the importance of thoroughly planned and applied human resource management and its effects on the company as a whole. I believe it can develop further as an employer and as a security industry operative if it continues to constantly analysing and developing its existing processes.

I feel understanding the value of employees and human resource management is highly important especially in organisations where employees play such a visible and vital part in executing the company's key services. High performing employees can be a notable competitive advantage especially in the security industry. However, employing high calibre individuals is not enough. Employees should be treated in a manner that makes them want to achieve high performance, and remain in the company's payroll. It is also vital to provide development prospects and conduct regular appraisals in order to educate the employees further, and to identify individuals with potential for more demanding tasks.

I am grateful for the opportunities given to me during my placement with Support Services Group Ltd. As mentioned earlier, it is rare that students are subjected so profoundly to different aspects of a business as I was during my placement. However, as Mr. Antony Monaghan mentions on his project review (See Appendix 24) this subjection was the main reason, along with the know-how I've obtained during my studies, why I was able to execute the re-engineering project. I feel privileged that my know-how and skills were appreciated, and that I was trusted with the project. From the very first day of my placement, Mr. Antony Monaghan emphasised that if a student is ambitious and competent enough, they can leave their mark on the company by improving its processes or other functions. I feel it is fair to say that I was able to achieve this.

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Figures

Tables

Appendices

Form No 01

Application Form

Personal Details (Please answer all questions)

Title	Surname	Forename(s)
Previous Surname(s)		
Full Address Address Line 1 Address Line 2 Town County Post Code		Telephone number(s) Home Mobile Email(optional) @

Date of Birth D D M M Y Y Y Y	Place of Birth	Nationality
Marital Status ☐ Married ☐ Single		Number of Children

Height	Weight	Eye Colour	Hair Colour	Distinguishing marks or Scars

SIA License Number

SIA License Expiry D D M M Y Y Y Y

Next of Kin Details

Title	Surname	Forename(s)	Relationship
Full Address Address Line 1 Address Line 2 Town County Post Code		Telephone number(s) Home Mobile	

SSG

Form No 01

Application Form

Suitability to Work (Please answer all questions)

Have you ever been prosecuted or police cautioned for a criminal offence?

☐ Yes ☐ No If yes, provide details

Have you ever been prosecuted for a motoring offence?

☐ Yes ☐ No If yes, provide details

Have you got any proceedings pending?

☐ Yes ☐ No If yes, provide details

Have you ever been a party to an action in any court or tribunal?

☐ Yes ☐ No If yes, provide details

Have you ever been declared bankrupt or made a deed or arrangement?

☐ Yes ☐ No If yes, provide details

Have you got any financial liabilities other than a mortgage and/or agreed overdraft limit?

☐ Yes ☐ No If yes, provide details

Do you or your partner have any business interests within the security industry?

☐ Yes ☐ No If yes, provide details

SSG

Form No 01

Application Form

Health and Safety (Please answer all questions)

Are you physically fit for working in a security organisation? ☐ Yes ☐ No
Do you have any illnesses? ☐ Yes ☐ No If yes, provide details
Do you have any allergies? ☐ Yes ☐ No If yes, provide details
Do you have to take any medication? ☐ Yes ☐ No If yes, provide details

Form No 01

Application Form

Please provide information of your education including date of leaving full-time, secondary education and details of other education. If you cease your secondary education during the screening, you must be able to provide us with a written record confirming your leaving date. If verification is not possible with the educational establishment, the date of leaving should be confirmed by the referees you've provided us.

If you feel there is further information which may assist your application for employment with Support Services Group, please include the documents with this application form.

Education History (Please answer all questions)

Institution's name and full address	Duration of Studies
Name Address Line Town County Post Code Tel. No.	Start M M Y Y Y Y Finish M M Y Y Y Y Date of Gratuation M M Y Y Y Y
Name Address Line Town County Post Code Tel. No.	Start M M Y Y Y Y Finish M M Y Y Y Y Date of Gratuation M M Y Y Y Y
Name Address Line Town County Post Code Tel. No.	Start M M Y Y Y Y Finish M M Y Y Y Y Date of Gratuation M M Y Y Y Y
Name Address Line Town County Post Code Tel. No.	Start M M Y Y Y Y Finish M M Y Y Y Y Date of Gratuation M M Y Y Y Y

Form No 01

Application Form

Employment history needs to cover the past 5 years. Please provide information requested below for each previous employer. Starting with the present of most recent employment.
Please fill in all details. Failure to give full information will delay your application.

If you feel there is further information which may assist your application for employment with Support Services Group, please include the documents with this application form.

Employment History (Please answer all questions)

Employer's full name and address	Job Information
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving

Application Form

Form No 01

Employment history needs to cover the past 5 years. Please provide information requested below for each previous employer. Starting with the present of most recent employment.
Please fill in all details. Failure to give full information will delay your application.

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Employer's full name and address	Job Information
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving
Name Address Line Town County Post Code Tel. No.	Position Start M M Y Y Y Y Finish M M Y Y Y Y Reason for leaving

Application Form

Form No 01

Self Employment History (Please answer all questions)

Have you been self employed for any period during the last 5 years? If yes, provide details below.

☐ Yes ☐ No

Details of Business	Business Referees
Start M M Y Y Y Y Finish M M Y Y Y Y	Profession
Business	Name
Address Line 1	Address Line 1
Address Line 2	Address Line 2
Town	Town
County	County
Post Code	Post Code
Tel. No.	Tel. No.
Start M M Y Y Y Y Finish M M Y Y Y Y	Profession
Business	Name
Address Line 1	Address Line 1
Address Line 2	Address Line 2
Town	Town
County	County
Post Code	Post Code
Tel. No.	Tel. No.

Application Form

Form No 01

Unemployment History (Please answer all questions)

Have you been unemployed for any period during the last 5 years? If yes, provide details below.

☐ Yes ☐ No

Start M M Y Y Y Y Finish M M Y Y Y Y

Benefit Office attended

Start M M Y Y Y Y Finish M M Y Y Y Y

Benefit Office attended

Start M M Y Y Y Y Finish M M Y Y Y Y

Benefit Office attended

Start M M Y Y Y Y Finish M M Y Y Y Y

Benefit Office attended

Start M M Y Y Y Y Finish M M Y Y Y Y

Benefit Office attended

SSG

Form No 01

Application Form

Periods of Residence Abroad (Please answer all questions)

Please provide any relevant documents such as a VISA, work permits, wage slips etc.

Have you resided abroad for any period during the last 5 years? If yes, provide details below.

☐ Yes ☐ No

From M M Y Y Y Y To M M Y Y Y Y Country where resided

Reason for stay

From M M Y Y Y Y To M M Y Y Y Y Country where resided

Reason for stay

From M M Y Y Y Y To M M Y Y Y Y Country where resided

Reason for stay

From M M Y Y Y Y To M M Y Y Y Y Country where resided

Reason for stay

From M M Y Y Y Y To M M Y Y Y Y Country where resided

Reason for stay

SSG

Form No 01

Application Form

Personal Referees (Please answer all questions)

These 2 individuals can't however
be your relatives and/or person(s) residing at the same address as you.

Referee 1		Referee 2	
Name		Name	
Address Line 1		Address Line 1	
Address Line 2		Address Line 2	
Town		Town	
County		County	
Post Code		Post Code	
Tel. No.		Tel. No.	
Profession		Profession	
How long known		How long known	
Nature of Relationship		Nature of Relationship	

SSG

Form No 01

Application Form

The information you provide us is used only for security screening purposes and will remain confidential. Please be aware that all documentation can be exposed to ultra violet scanning or other method of validation to deter authenticity. If any forgeries are discovered, we are obligated to notify the correct authorities. Also, misrepresentation, or failure to disclose material facts, either during application or throughout employment may constitute grounds for immediate dismissal and/or legal action

Agreement

I certify that the particulars given by me in this application are correct to the best of my knowledge and belief and I fully understand the consequense which may arise as a result of knowingly making a false declaration to gain employment or pecuniary advantage. (Theft Act 1968. Section 16)

Applicant

Surname	Forename(s)

Signature

Date D D M M Y Y Y Y

Interviewer

Surname	Forename(s)

Signature

Date D D M M Y Y Y Y

Application Form

Form No 01

PERSONAL REFERENCE AND EMPLOYMENT VERIFICATION
Please read this carefully before signing this application form

I understand that employment with Support Services Group Ltd is subjected to satisfactory references and security screening in accordance with BS 7858.

I undertake to cooporate with Support Services Group Ltd in providing any additional information required to meet these criteria;

I authorize Support Services Group Ltd and/or its niminated agent to approach previous employers, schools/collages, character referees or Government Agencies to verify that the information I have provided is correct;

I authorize Support Services Group Ltd to make consumer information search with a credit reference agency, which will keep a record of that search and may share that information with other credit reference agencies.

I understand that some of the information I have provided in this application will be held on a computer and some or all will be held in manual records.

I consent to Support Services Group's resonable processing of any sensitive personal information obtained for the purposes of establishing my medical and future fitness to perform my duties. I accept that I may be required to undergo a medical examination where requested by Support Services Group Ltd. Subject to the Access to Medical Records Act 1988,
I consent to the results of such examination to be given to Support Services Group. I understand and agree that if so required I will make a Statutory Declaration in accordance with the provisions of the Statutory Declaration Act 1835, in cofirmation of previous employment or unemployment.

I hereby certify that, to the best of my knowledge, the details I have given in this application form are complete and correct.

I understand that any false statement or omission to Support Services Group Ltd or its representatives may render me liable to dismissial without notice.

Surname	Forename(s)

Signature

Date D D M M Y Y Y Y

Application Form

Form No 01

Interviewer assesment (Please answer all questions)

Position Applied For	Transport ☐ Yes ☐ No	Willing to Travel ☐ Yes ☐ No

Experience (1-5) ☐

Attitude (1-5) ☐

Appearance (1-5) ☐

Notice ☐

Overall Grade ☐

Comments

Additional Training

Type of Contract

Portfolio

Team Leader

Pay Rate £

ID seen ☐ Yes ☐ No

Address validated ☐ Yes ☐ No

Interviewer

Surname	Forename(s)

Signature

Date D D M M Y Y Y Y

Application Form

Form No 01

Photo Copy of ID and SIA License

Interviewer

Surname	Forename(s)

Signature

Date D D M M Y Y Y Y

Application Form

Form No 01

Photo Copy of Address

Interviewer

Surname	Forename(s)

Signature | | Date | D | D | M | M | Y | Y | Y | Y |

Application Form

Form No 01

Photo Copy of Visa

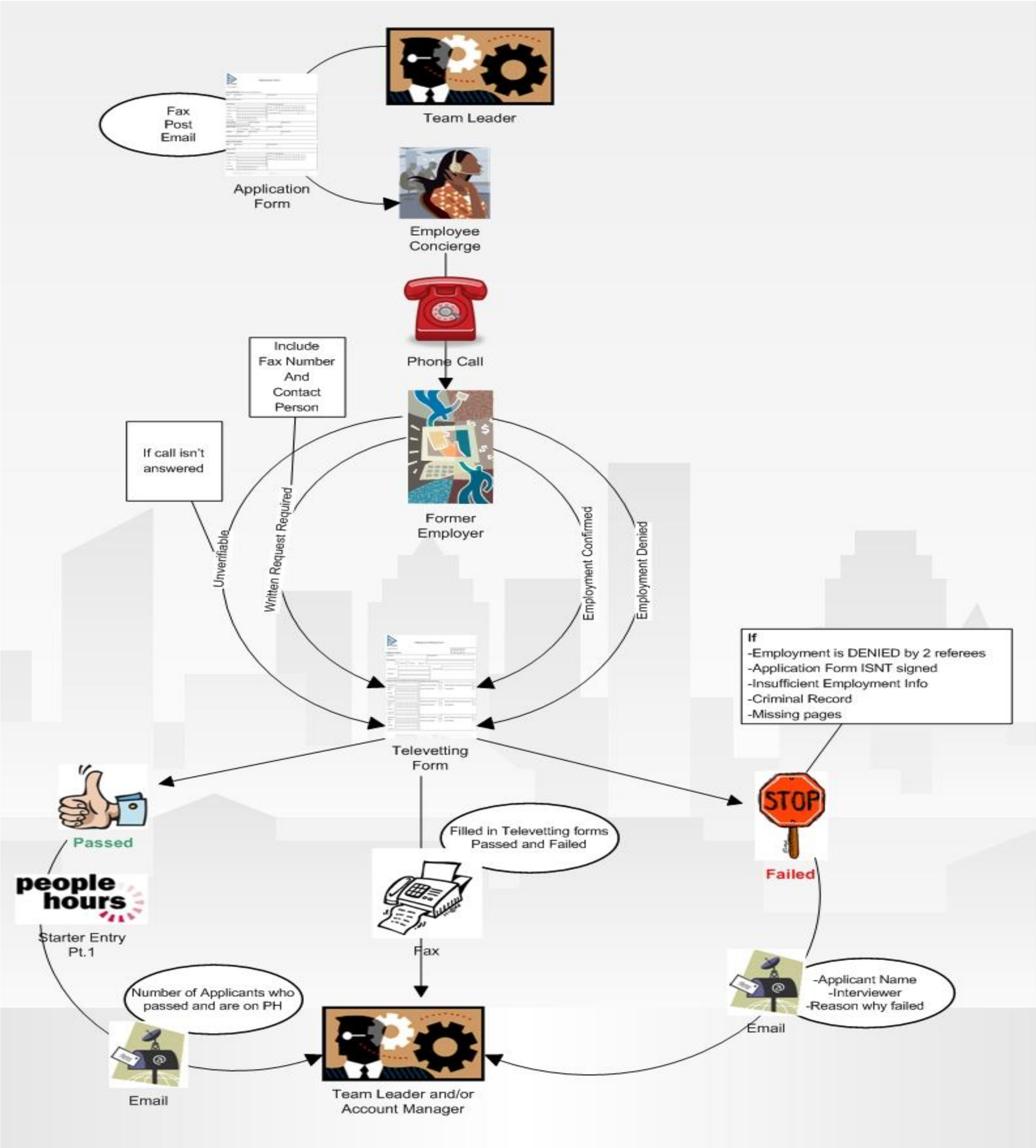
Interviewer

Surname	Forename(s)

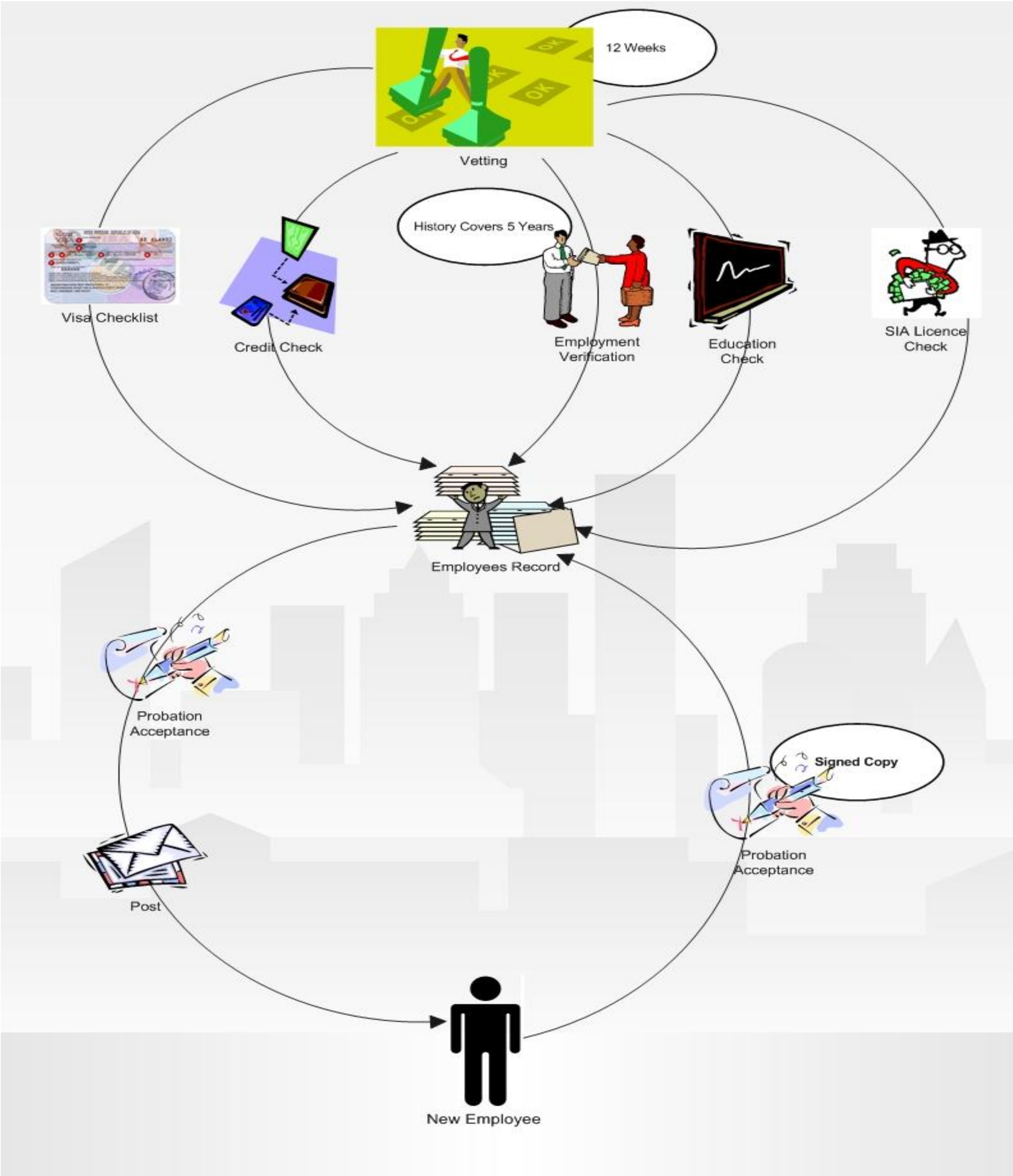
Signature

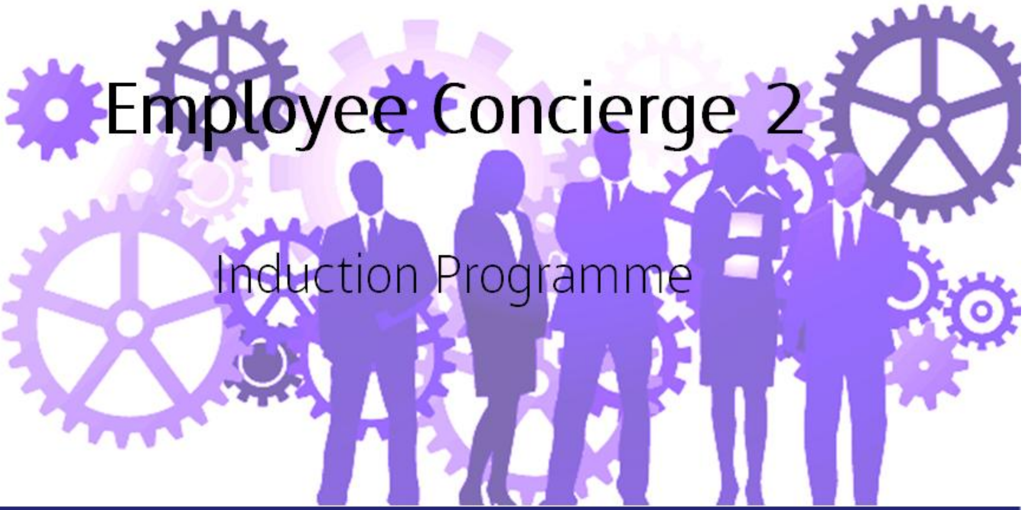
Date D D M M Y Y Y Y

Appendix 2


Team Leader
Fax
Post
Email
Application Form
Employee Concierge
Phone Call
Include Fax Number And Contact Person
If call isn't answered
Former Employer
Unverifiable
Written Request Required
Employment Confirmed
Employment Denied
If
-Employment is DENIED by 2 referees
-Application Form ISNT signed
-Insufficient Employment Info
-Criminal Record
-Missing pages
Televetting Form
Passed
people hours
Starter Entry Pt.1
Filled in Televetting forms Passed and Failed
Fax
Failed
STOP
-Applicant Name
-Interviewer
-Reason why failed
Email
Number of Applicants who passed and are on PH
Email
Team Leader and/or Account Manager

Appendix 3


12 Weeks
Vetting
History Covers 5 Years
Visa Checklist
Credit Check
Employment Verification
Education Check
SIA Licence Check
Employees Record
Probation Acceptance
Signed Copy
Probation Acceptance
Post
New Employee



Summary

- Vision
- Aim
- Recruitment
- Induction
  - Phase 1 – Time to Work
  - Phase 2 – Equipped and Trained
  - Phase 3 – Vetted and Approved
- Supporting Documentation
  - Employee Handbook
  - Forms
  - SSG T&C
- SLA's

Aim

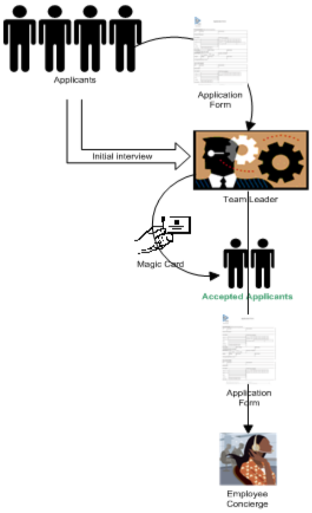
- Reducing administration burden from Team Leaders and Account Managers (Front End)
- Reducing the amount of employee complaints and queries by inducting them to the highest level
  - Employee FAQs covered in Induction Book
  - "Real" complaints and queries easier to identify and solve
- Reducing costs by
  - Retaining staff longer
  - Protecting SSG from HR related risks by
    - Placing the emphasis on making employees to comply with our policies and processes
    - Encouraging them to integrate into the company

Vision

- Recruiting higher calibre individuals
- Making employees want to work for SSG by
  - Inducting from start of employment till finish
    - One unified message
  - Treatment
  - Training and Developing employees to the highest level. (ACS being the guiding standard)

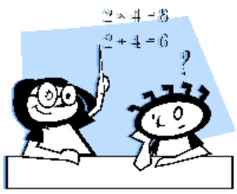
Recruitment

- Application Form
  - Quality Individuals identified
  - Employment follows industry standards ie. ACS
  - Triggers the Induction Programme
    - 5 year history
    - Agreement from applicant to allow vetting
    - Pay rate
    - Contract type
    - Team Leader
    - Portfolio
- Magic Card
  - Trigger for the employee to ensure they are part of the system (Closed Loop)
- APPLICATION FORM = PLACED TO WORK



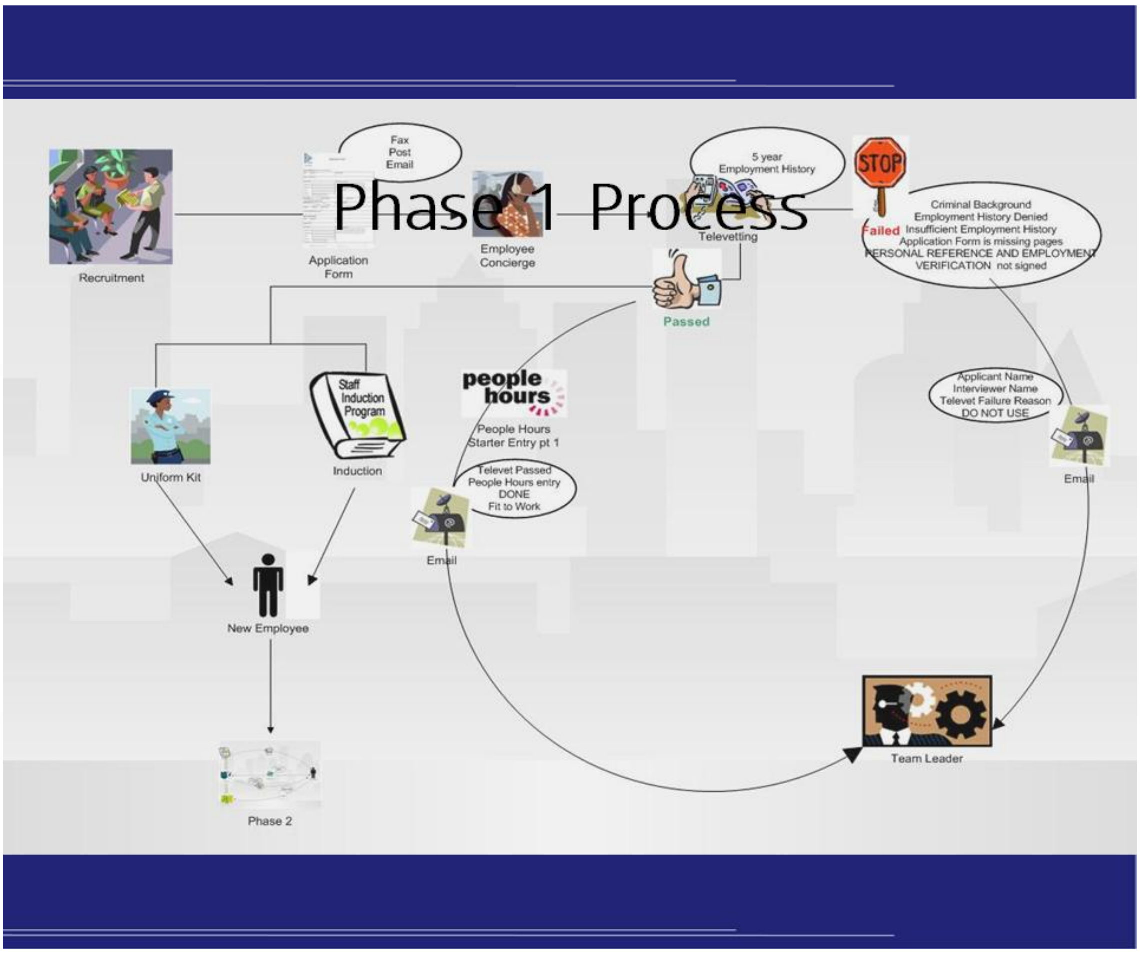
Induction (Concierge System)

- Phase 1 – Time to Work
  - Tele vetting
  - Induction Pack
  - People Hours entry
- Phase 2 – Equipped and Trained
  - Uniform
  - Know Your Job training
  - SSG Corporate Integration
- Phase 3 – Vetted and Approved
  - 12 Week Vetting Process
  - BS 7858
  - Formal offer
  - Bonus payment



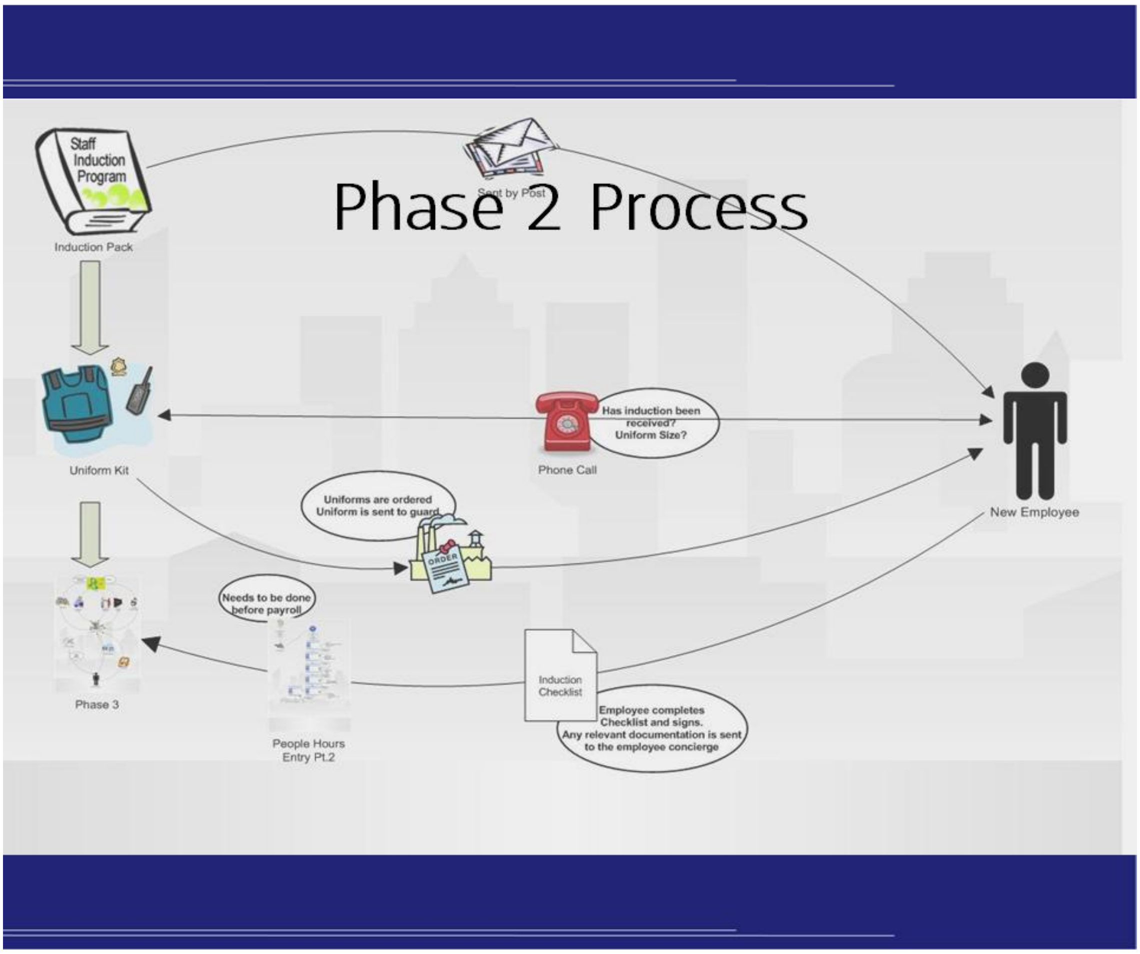
Phase 1 – Time to work

- Tele Vetting
  - Verifying 5 years worth of history (education, employment, unemployment or self-employment)
  - Passed applicants go through People Hours Entry pt.1 (1-EmployeeName)
    - Employee can be placed to site
- Induction Pack
  - Pay information
  - People Hours Integration
  - Educating and Empowering
  - ACS Gold Route
  - Company Protection



Phase 2 – Equipped and Trained

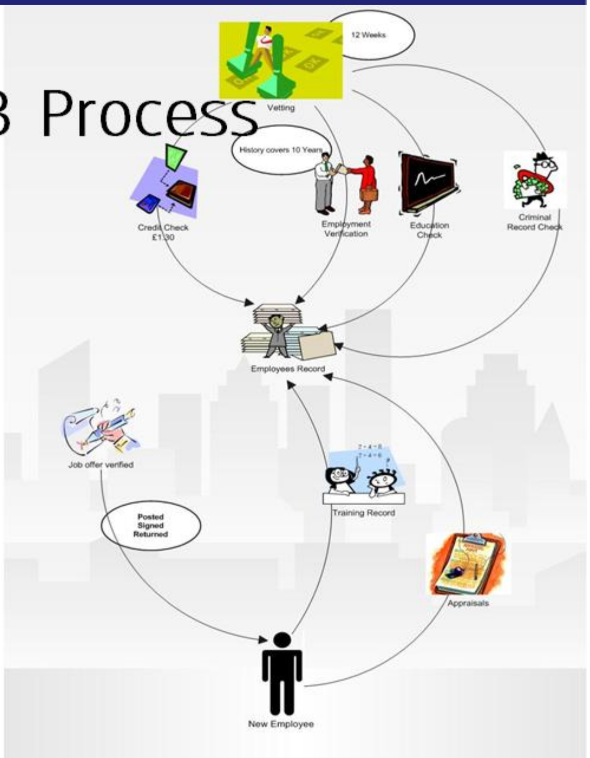
- Induction Forms received from employee
  - People Hours Entry pt.2
  - Information for Pay (employees destiny)
- Uniform Kit (1,2,3,4 or 5)issued
- Training Initiated
- SSG Corporate Integration
- Administration taken care of. Team Leader focus on Training, Managing and Developing



Phase 3 – Vetted and Approved

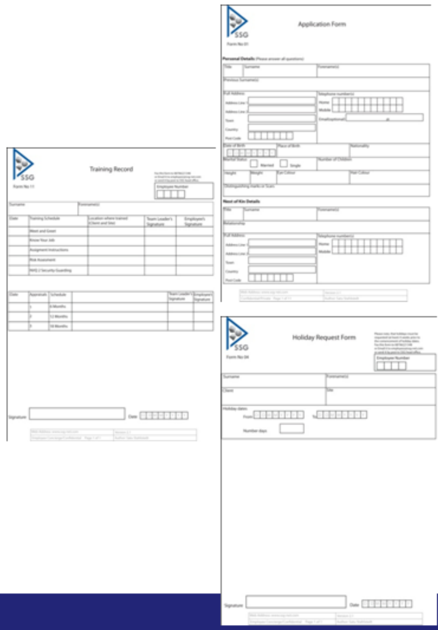
- 12 Week Vetting Process started
- BS 7858 Standard
- ACS Standard
- Employment verified
- Bonus Payment
- Administration in the Service Centre
- Team Leader Focus:
  - Training
  - Managing
  - Developing
  - Client Service

Phase 3 Process



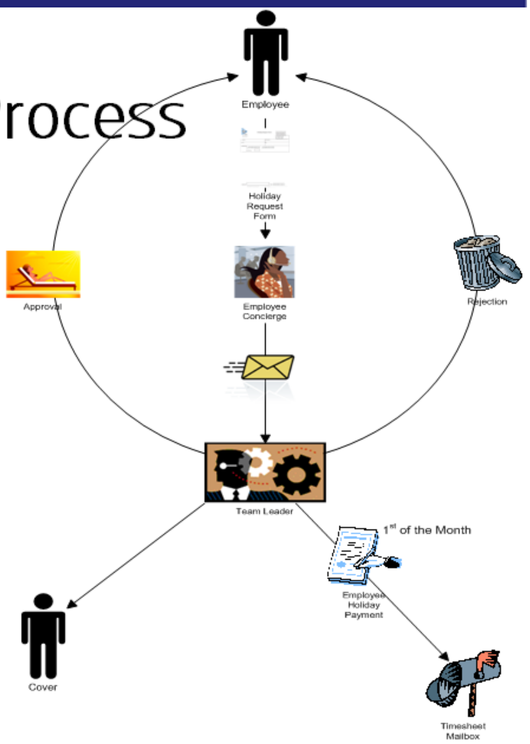
Supporting Documentation

- Employee Handbook
  - One Stop Shop
- Forms
  - Team Leader
    - Application Form
    - Holiday Payment Authorization
    - Training and Appraisal Record
  - Service Centre
    - Induction Data (Data Protection)
    - Vetting (BS 7858 and ACS)
    - Incident Reports (KPI administration)
    - SIA Licence Renewal
    - Sickness, Maternity and Paternity
    - Grievance
    - Notice and Exiting
- SSG T&C
  - Company policies available upon request



Holiday Process

- Requested by employee
- Ticket raised by Employee Concierge
- Team Leader approves or rejects and plans cover
- Team Leader sends a list of approved holidays
  - Employee gets paid for holidays



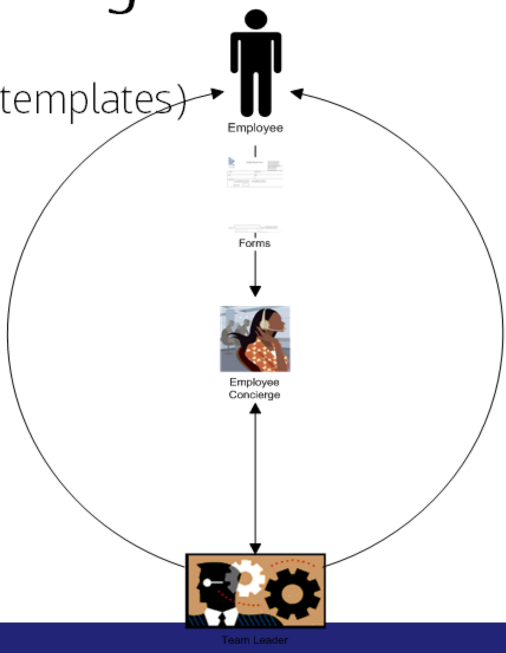
Training and Appraisal

- Induction
- Training Record
  - ACS Standard
  - Mapped Out Schedule
- Appraisal Form
  - Review
  - Feedback

- EMPLOYEE PROACTIVENESS

Employee Concierge Service

- Service Centre (dedicated templates)
  - Incident Report
  - Accident at Work
  - Notice Period and Leaving
  - Problems



SLA's

- Tele vetting (24 Working Hours)
  - Approved Application Form
- Vetting (12 Weeks)
  - Employee Compliance
- Uniform Issue (72 Working Hours)

Conclusion

- Application Form is KING
  - Approved Application Forms = Employee can be placed on site
- Administration Burden Headache Removed
  - Success Based on Employee Concierge 2 Launch
- Front End Focus on Training, Managing, Developing and Client Service
- Achieving The ACS Gold Standard

SSG

Telephone Vetting Form

Form No 18

Employee Number

Applicant Details

Surname	Forename(s)

Televetting

Passed ☐ Failed ☐ Reason

Interviewer

Current Location

Portfolio

Team Leader

Employer Name and Valid Contact Number	Telephone Vetting Results
Employer Phone Fax Email Contact	Emloyment Confirmed ☐ Written Reference Request Required ☐ Emloyment Denied ☐ Unverifiable ☐
Employer Phone Fax Email Contact	Emloyment Confirmed ☐ Written Reference Request Required ☐ Emloyment Denied ☐ Unverifiable ☐
Employer Phone Fax Email Contact	Emloyment Confirmed ☐ Written Reference Request Required ☐ Emloyment Denied ☐ Unverifiable ☐

Telephone Vetting Form

Form No 18

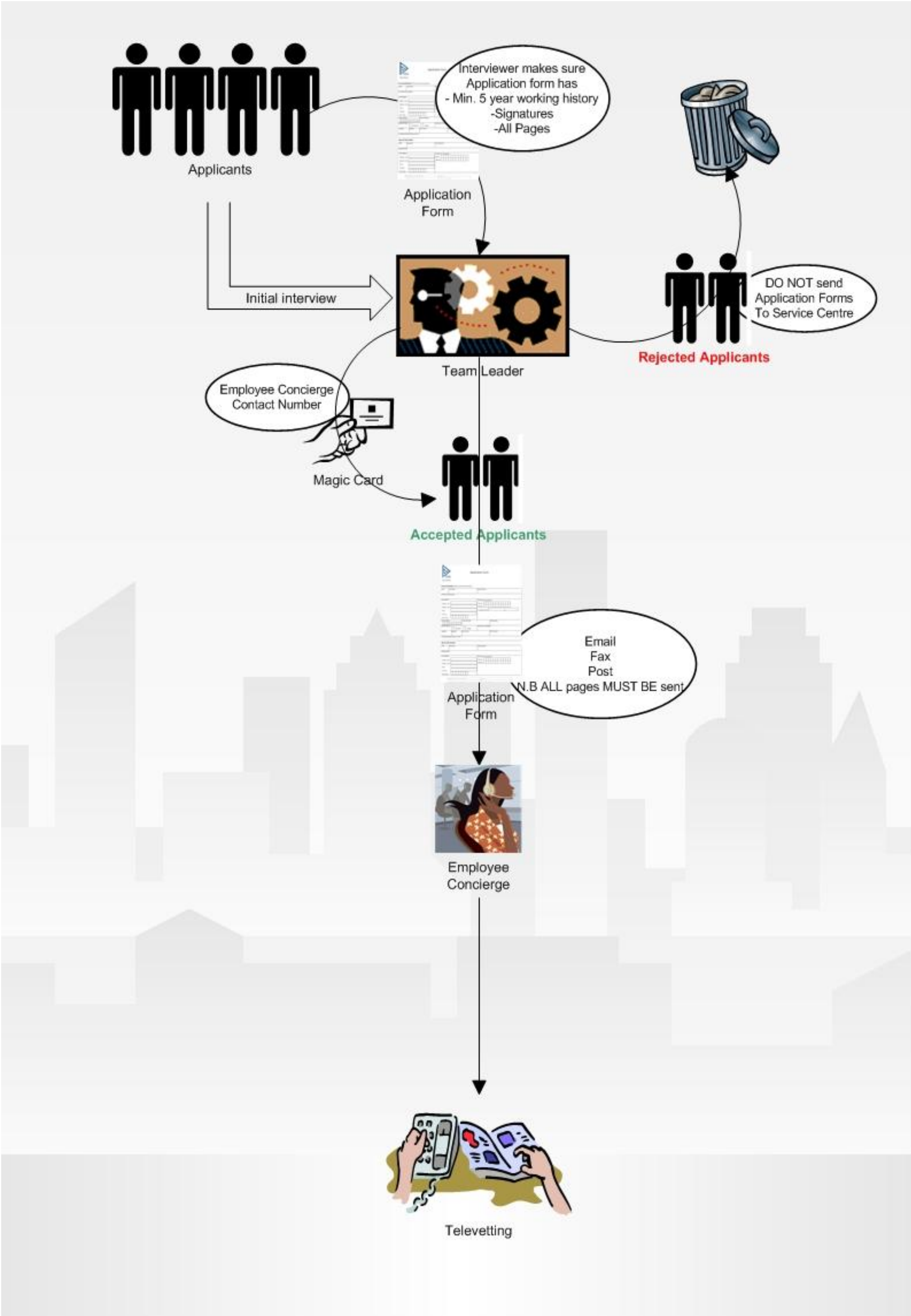
Employer Name and Valid Contact Number	Telephone Vetting Results
Employer / Phone / Fax / Email / Contact	Emloyment Confirmed ☐ Written Reference Request Required ☐ Emloyment Denied ☐ Unverifiable ☐
Employer / Phone / Fax / Email / Contact	Emloyment Confirmed ☐ Written Reference Request Required ☐ Emloyment Denied ☐ Unverifiable ☐
Employer / Phone / Fax / Email / Contact	Emloyment Confirmed ☐ Written Reference Request Required ☐ Emloyment Denied ☐ Unverifiable ☐

Vetter

Surname	Forename(s)

Date D D M M Y Y Y Y

Appendix 6



Applicants
Interviewer makes sure
Application form has
- Min. 5 year working history
-Signatures
-All Pages
Application
Form
Initial interview
Team Leader
DO NOT send
Application Forms
To Service Centre
Rejected Applicants
Employee Concierge
Contact Number
Magic Card
Accepted Applicants
Email
Fax
Post
N.B ALL pages MUST BE sent
Application
Form
Employee
Concierge
Televetting

Welcome to Support Services Group

Dear ,

We are pleased that you have decided to accept our offer to work for Support Services Group and welcome you warmly to the company. We believe that this will be the beginning of a mutually beneficial relationship.

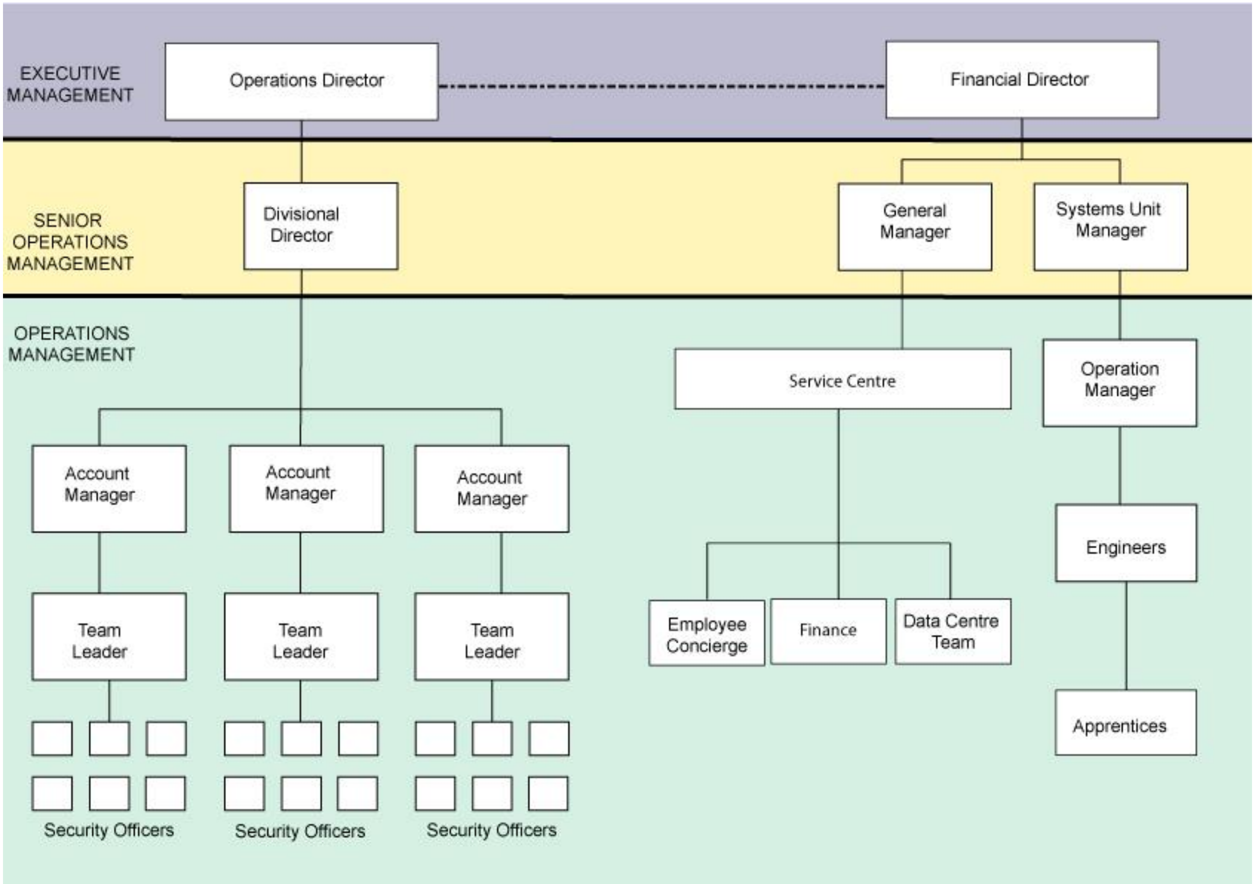
This induction pack is designed to answer all your questions and to provide you with all the necessary forms that you might require during your employment therefore it is highly important you read this induction book carefully.

Company Background

Support Services Group was established in April 2000 as a supplier of Risk and Security Management services to the private and public sector. Deploying hundreds of staff nationally and operating through its divisional structure, the group maintains a national office network based in Swindon, Derby and Glasgow.

Our philosophy is to bring to the security and risk arena the management discipline, methodologies, frameworks and tools that are regularly used in other areas of business and couple these to specific security and risk competencies.

Organisation Chart



Mission Statement

The company's mission statement is as follows:

"Protecting our Partners – through the consistent delivery of an innovative risk and security management support service solution comprised of a highly developed portfolio of complimentary products."

SSG

Getting started

All new employees must complete a specific process before they can start working for the company. This process is created to protect your rights as an employee. By completing the procedures you will be ensuring no inconveniences to yourself. Please note that by signing the Personal Reference and Employment Agreement on your Application Form, you give us permission to investigate the aspects mentioned below. The information you provide us is confidential and can be subjected to third party verification for security screening purposes.

Induction Process Check List:

1) Form No 01 Application Form
2) Form No 02 Starter Form
3) Tax P45/ P46 Forms
4) The right to work and live in the UK
5) Valid SIA licence
6) Photograph for your Company ID Card
7) Valid education, employment, unemployment and self-employment history for the past 10 years with no greater gaps than 28 days
8) Convictions for criminal offences, including motoring offences and pending actions if any
9) Providing details of bankruptcy proceedings and court judgements if any.
10) Periods of residence abroad if any
11) Signing the following agreements:
    a. Provisional Offer
    b. Form No 13 48-Hour Opt-Out

If any of the information listed above changes during your employment, you are to notify us immediately by filling out a Change of Personal Details Form and/or sending all relevant documentation.

Please be aware that we will hold 10% of your wages to a maximum of £75 until the induction procedures are completed. All documents related to the induction procedures should be sent in the envelope provided in your Induction Pack. Once all the procedures are completed to our satisfaction, the amount we've held from your wages will be released.

The information you provide us is used only for security screening purposes and will remain confidential. Please be aware that all documentation can be exposed to ultra violet scanning or other method of validation to deter authenticity. If any forgeries are discovered, we are obligated to notify the correct authorities. In addition, misrepresentation or failure to disclose material facts, either during application or throughout employment may constitute grounds for immediate dismissal and/or legal action.

Filling in Form No 02 Employee Starter Form

All new starters are expected to make sure the details on their starter form are filled in correctly. This will ensure your wages are paid to the correct account and your payslip sent to the correct address. Please send Form No 02 Starter Form to the Employee Concierge in the envelope provided in your Induction Pack.

Please note once again, if any details should change during your employment for example name, marital status or bank details, you are to notify us immediately by filling out Form No 03 Change of Personal Details to avoid all inconveniences. This form is included in the induction pack.

P45/P46

To make sure you are taxed correctly you must provide us with a P45 or a P46 dating back no more than 3 months. Please do ensure it is within the current financial year. If this is not done, the forms will be immediately rejected and sent back to you. Please send your P45/P46 to the Employee Concierge in the envelope provided in your Induction Pack.

P45

You get a P45 from your previous employer when you stop working for them. It's a record of your pay and the tax that's been deducted from it so far throughout the financial year up to the date you stopped employment. It shows:

- Your tax code and PAYE (Pay As You Earn) reference number
- Your National Insurance number
- Your leaving date
- Your earnings in the tax year
- How much Income Tax and National Insurance contributions were deducted from your earnings

A P45 has four parts - Part 1, Part 1A, Part 2 and Part 3. Your previous employer sends Part 1 to HMRC and gives you the other three. When you start a new job or claim Jobseeker's Allowance, you give Part 2 and Part 3 to your new employer or to the Jobcentre. You keep the remaining one - Part 1A - for your own records.

Your employer should automatically give you a P45 when you stop working for them. If not, ask for it - you're entitled to it by law.
(Source: http://www.hmrc.gov.uk/working/forms/paye-forms.htm)

You must send us the original P45 document. Faxes, copies or internet print-outs will not be accepted.

P46 – Employee without a P45 form

If you don't have a P45 because you're starting your first job or taking on a second job and do not want to give up your current one. This induction pack contains a form P46 to complete. It will provide us with information of your present circumstances. This document will ensure that the correct amount of tax will be deducted from your wages.

(Source: http://www.hmrc.gov.uk/working/forms/paye-forms.htm)

You can download a copy of a P46 form from the HMRC website.

Bear in mind that filling in a P46 form incorrectly can affect your tax code.

Right to Live and Work in the UK

If you are not a British citizen or a citizen of one of the European Economic Area (EEA) countries, you need to submit the correct documentation to prove you have the right to live and work in the United Kingdom to the employee concierge. Please send all relevant documentation to the Employee Concierge in the envelope provided in your Induction Pack.

Failure to deliver the correct documentation will expose the company to a fine and affect your right to work for us.

More information can be found on the government website.

SIA Licensing

All employees must have a valid SIA Licence. You must be able to state a valid SIA license number when you apply for employment. Working without an SIA license is a criminal offence.

Renewing Your SIA License

You will receive a letter from the SIA stating that your SIA licence is about to expire about 3 months prior the expiry date. It is your responsibility to make sure your license gets renewed. The cost of your SIA license can vary and depend on your situation (discounts apply for license renewal if more than one license is held). We have a scheme in place that provides financial and administrative support. Financially we will support your SIA licence renewal by loaning you the application fee. The loan will be recovered over a period of 12 months. We can help you administer your application and ensure it is correctly completed and submitted. This service is free of charge and if you would like us to assist you in this process, you will need to sign an agreement to participate in Support Services Group's SIA Licensing Scheme.
Upon receiving your renewal letter from the SIA, please ensure you fill in an SIA Application form and send it to the Employee Concierge along with Form No 19 SIA Licensing Scheme Agreement which is included in your Induction Pack.

If your name or address has changed since your last successful application, please refer to the SIA website guidelines at www.sia.homeoffice.gov.uk

If you are going to renew your SIA licence yourself, you still need to notify us by signing the Self Management Declaration part of Form No 19 SIA Licensing Scheme Agreement which is included in your Induction Pack and sending it to the Employee Concierge.

Photograph for Your Company ID

A dedicated company ID is a vital part of your uniform. Please make sure you meet the following criteria regarding the photograph you send us.

The photo taken must be:

- Taken within the last month, a true likeness of you and of your full head
- In colour, not black and white, against a light grey or cream background
- Clear, in sharp focus, free from 'redeye' and have no shadow in it
- Free of any reflection or glare from glasses
- In good condition, not damaged, creased, torn or marked

You must:

- Face forward and look straight into the camera with your eyes open and nothing covering your face
- Look natural with no facial expressions e.g. smiling, grinning or frowning
- Have nothing covering your eyes e.g. hair or glasses frame

-
- Not wear sunglasses or tinted glasses
- Not wear a hat or cover your head unless for medical or religious reasons

Please send your photograph to the Employee Concierge in the envelope provided in your Induction Pack.

Regarding your employment, unemployment, self-employment and education history

You must be able to provide us with the following details regarding your past employment and education history for the past 5 years with no greater gaps than 28 days

1) Date of leaving full-time and secondary education. If you cease your secondary education during the screening, you must be able to provide us with a written record confirming your leaving date.

   If verification is not possible with the educational establishment, the date of leaving should be confirmed by the referees you've provided us with.

2) Details of other education

3) Periods and types of previous employment.

4) Reason for leaving previous employment

5) Periods of registered unemployment and self-employment

Convictions for Criminal Offences

If you have any cautions or criminal offences including motoring offences or pending actions, you must notify us immediately. It is important that you send all relevant documentation to the Employee Concierge in the envelope provided in your Induction Pack.

Bankruptcy Proceedings and Court Judgements

If you have any bankruptcy proceeding and/or court judgements, you are to notify us immediately and provide us with any relevant documents. The documents should be sent to the Employee Concierge in the envelope provided in your Induction Pack.

Periods of Residence Abroad

If at any time during the past 5 years you have resided abroad, you must provide us with the following details

1) Period of stay
2) Purpose of stay
3) Country where stayed

In addition you must send the Employee Concierge any relevant documentation such as VISA, work permit, wage slips, etc. The documents should be sent to the Employee Concierge in the envelope provided in your Induction Pack.

Signing the Agreements Related to Your Induction

The agreements stated below are part of your induction process. After reading and signing, please send them to the Employee Concierge in the envelope provided in your Induction Pack.

Provisional Offer

Before signing, please make yourself familiar with the provisional offer. This is important because the contract forms the basis of your relationship with Support Services Group.

Form No 13 48 Hour Opt-Out Agreement

If you are 18 years of age or above and wish to work more than 48 hours a week, you can choose to opt out of the 48 hour limit. This is voluntary and in writing. Please note that this is not part of the general Terms and Conditions of employment. You will not be penalised or treated unfairly for refusing to sign the 48 hour opt-out agreement.

You can cancel your opt-out agreement whenever by contacting the Employee Concierge.

(Source:http://www.direct.gov.uk/en/Employment/Employees/WorkingHoursAndTimeOff/)

Team Leader

Once you are assigned to a team leader, please make sure you learn their name and contact details. Your Team Leader will be your supervisor and first point of contact regarding your training, shifts and job locations.

Introduction to Employee Concierge

The employee concierge is a service dedicated to helping our employees with their queries. The Employee Concierge's mission is as follows:
"We are here to help you solve your problems, we will endeavour to respond to all queries within twenty four hours and have resolution within seventy two hours."

When engaging employee concierge, you are expected to behave in an orderly manner. The employee concierge is there to help you. When you call you will be prompted to clearly leave a message stating your name, employee number and telephone number so that someone can get back to you to help resolve your problem as soon as possible.

In the event that your query is a lot more complicated than anticipated you may be required to submit it in writing either via email, post or fax. However if this is necessary you will be informed by the concierge.

Contact details for the employee concierge

Telephone: 0844 8807757
Email: employees@ssg-net.com
Fax: 0870 6221348

Training

All new employees will receive a training that covers everything you need to know about working for Support Services Group. The structure of your training goes as follows:

- Section 1
    - Company Induction
    - Company Administration
    - Introduction to Security and Working Environment

- Section 2
    - Assignment Instructions
    - Entry & Exit Procedures
    - Patrolling
    - Reporting
    - Stock Loss
    - Contact and Escalation
    - Policy & Procedures

- On-Going Training
    - Know Your Job

It is vital that you receive training against every aspect mentioned on the list above. For this purpose we have provided a Training Record form. After being trained you are required to sign off this form to agree that you've been sufficiently trained for all the aspects of your job.

We encourage constant career development and possibilities for promotions. If you feel you want further training, please discuss this with your Team Leader.

Staff appraisals

Your performance will be evaluated every 6 months via dedicated company appraisals. There is an Appraisal form which is included in your Induction Pack. It is your responsibility to make sure you get the form filled in every time you receive an appraisal.

Promotion

Our objective is to provide appropriate promotion prospects for our employees who demonstrate the skills and have the desire to progress within the Company. Any promotional aspects are evaluated and discussed during appraisals.

Details of Employment

Job Location

Unless you have applied for a vacancy at a specific location, you will be assigned to a site by your Team Leader once your employment has been confirmed. Some positions might involve attending 2 or more sites on the course of a short period of time.

At the time of joining the Company you will be advised of the location at which you are being offered a position and are expected to be able to attend the site in your own vehicle or via public transport. From time to time you might be expected to attend other sites as required by the Company. You are expected to be able to work at more than one location in any given area as a condition of your employment and to undertake different types of work when reasonably requested to do so.

All employees are expected to be able to attend sites that are within 15 miles of their home address or such greater amount as represents the employee's journey to site at the time of joining. If an employee is requested, by the Company, to work at an alternative site, which is either more than 15 miles from their home address or more than their original journey to work at the time of joining, whichever is the greater, the Company will endeavour to assist with the additional costs involved. In this case filling in an expense form properly is a requirement.

Please be aware that additional payments will only be made where the Company requests the employee to move. If a customer asks for the employee to be replaced on site, the site closes, or the employee requests a move, the Company will endeavour to make other work arrangements for the employee. If the alternative offered by the Company increases the employee's journey to work it must be understood that no assistance will be offered towards the additional costs in these circumstances. The same is also true for employee's who move house. If the house move results in an increased journey to work, no additional help will be provided and the employee's minimum journey distance will be increased proportionally.

Working Time

Normal working hours should be discussed with your team leader. Initially it will be stated in your Offer Letter.

Employees cannot be forced to work more than 48 hours a week on average - this is normally averaged over 17 weeks. You can work more than 48 hours in one week, as long as the average over 17 weeks is less than 48 hours per week.

(Source:http://www.direct.gov.uk/en/Employment/Employees/WorkingHoursAndTimeOff)

Please refer to Form No 13 48 Hour Opt-Out Agreement.

Breaks

You have the right to take rest break during your shift (a 20 minute rest break if you are expected to work more than six hours in one period.). However when your break takes place must be agreed with the site manager.

Absence

When unexpectedly absent from work, you must immediately inform your Team Leader by telephone at least 12 hours before the shift, on the first day of absence with the reason and expected duration of the absence. Failure to comply with this requirement could result in a site being unmanned and disciplinary procedures may result. When absent you must fill in an Absentee Form which is included in your Induction Pack. It is important that you fill in all details.

The company does not cater for compassionate absences unless approved by your Team Leader. Normally compassionate leave pay will not exceed two days. In all other circumstances leave of absence will be unpaid.

Domestic absences will not be granted where the circumstances were foreseeable or plans could have been made in advance. The Company reserves the right to offset any absence, other than medically certified absence, against holiday entitlement.

After absences employees might be expected to attend a 'Back to Work Interview' to discuss the reason and any longer term implications with which the Company could provide help.

Sickness

If you become ill and have to take time off work you must inform your team leader at least 12 hours before the shift start time on the first day of absence.

A self-certificate will be accepted by the Company for absences of up to seven days. If you are away sick for more than 7 days, including weekends you must obtain a Doctor's Certificate. You must send the original doctor's certificate to the employee concierge along with the Coversheet for General Letter Form.

The Company does not operate a sick pay or accident insurance scheme for staff; therefore the normal statutory rules apply in the payment of Statutory Sick Pay (SSP). Information about Statutory Sick Pay (SSP) can be found on the company's Terms and Conditions which is available upon request.

Holidays

Your holiday entitlement depends on when you started working for us. If you work all the way through the company's leave year (which is from 1st of January to 31st of December), you are entitled to 5.6 weeks' (28 days) paid holiday. If you started part-way through the company's leave year, you are entitled to paid leave proportionate to the rest of that leave year. For example if you work 48 weeks out of 52 weeks of the leave year, your holiday entitlement is calculated as follows: (48 weeks/52)x 5.6 weeks= 5.16weeks.

Holiday entitlement for one holiday year must be taken in the same holiday year. You won't be able to carry over holidays from the previous year. Also, please note that bank holidays are not paid holidays unless worked.

All holiday requests must be submitted at least 4 weeks prior to the commencement of holiday dates. Failure to do so will result in holiday request being denied.

When filling your holiday request form, you must provide the following information:

1) Your full name
2) Your employee number
3) The date the request is placed
4) Where you usually work: the client and location
5) The dates when your holiday starts and ends
6) The number of days you are taking

After filling the Holiday Request form, you must send it to the Employee Concierge either via fax, email or post.

The above mentioned process is very vital to getting your holidays authorised and paid. This also ensures you won't get accused of unnecessary absence.

If you need to cancel holidays that you have already booked, you must notify the Employee Concierge immediately.

Maternity Leave

If you are expecting a baby, you have the right to 26 weeks of 'Ordinary Maternity Leave' and 26 weeks of 'Additional Maternity Leave' - making one year in total. As long as you give us appropriate notice you can take this no matter how long you've worked for us, how many hours you work or how much you are paid. The notice has to be given to the Employee Concierge and contain medical proof of your pregnancy. Please use the Coversheet for General Letter form to send in all relevant documentation to the Employee Concierge.

Information about Statutory Maternity Pay and Maternity Allowance can be found on the company's Terms and Conditions which is available upon request.

Paternity Leave

You are entitled to Paternity Leave if both of the following apply:

- You've worked for us continuously for at least 26 weeks up to and into the 15th week before the date the baby is due, or 26 weeks into the week the adoption agency told you you've been matched with a child
-

- You continue to work for us until the date the baby is born, or the date the adopted child is placed

You are entitled to take one or two weeks paternity leave within 56 days of the date of the baby is birth or the date an adopted child is placed with the adopter. You cannot however take odd days off and if you take two weeks you must take them together.

You must notify the Employee Concierge about your paternity leave at least 15 weeks before the date the baby is due or within seven days of the date the adopter was told you've been matched with a child by submitting SC 3 form.

Information about Statutory Paternity Pay can be found on the company's Terms and Conditions which is available upon request.

Bereavement

The company does not operate bereavement leave. Any bereavement leave is at management's discretion. If you want to take bereavement leave, please contact you Team Leader. Any documents detailing the bereavement leave should be sent to the Employee Concierge.

Probation Period

The probation period is 3 months but can be extended to 6 months. New employees are also subjected to satisfactory vetting.

During this period your performance and conduct will be monitored. At the end of the probationary period your performance will be reviewed and, if found satisfactory, your appointment will be confirmed.

Disciplinary Procedures

Our aim is to encourage good working relationships between both parties of the contract. This can only be achieved through constant goodwill and communication between us and our employees. We hope that during your employment the use of disciplinary procedures will be unnecessary.

We recognise that occasionally problems do occur and that there should be a fair and clear procedure which sets out the action which will be taken in a constructive manner in the hope of rectifying the situation when there has been a breach of the Company's rules. This may either be as a result of poor performance or unacceptable conduct.

The procedure is designed to establish the facts quickly, to deal consistently with disciplinary issues and to ensure everyone will get a fair and unbiased treatment. No disciplinary action will be taken until the matter has been investigated.

At every stage you will have the opportunity to state your opinion and be represented if you wish at the hearings by a fellow employee or legal representative.

Whilst in the normal course of events the procedure will be followed stage by stage, the Company reserves the right to take action commensurate with the seriousness of the offence, conduct or unsatisfactory performance. Thus, if appropriate, a written warning may be given to an employee without recourse to earlier stages of the procedure.

On Site Discipline

If employees will not comply with the Team Leader's instructions, they will be relieved from their duties and control of the site will be taken over by the Team Leader.

The Officer that has been relieved will be asked to attend a meeting for the incident to be reviewed. All employees are entitled to bring a witness to a disciplinary meeting. Employees should attend the meeting in uniform.

If a Team Leader feels the need to relieve an Officer from their duties they are entitled to do so. The Team Leader will inform the employee concierge immediately of their intended action.

The Officer will be suspended without pay for a period of no more than one week whilst the matter is investigated.

The Procedure

STAGE 1 – Verbal warning

If your conduct or performance is unsatisfactory you will be given a Verbal Warning which will be recorded on your employee file. The warning will be disregarded after six months subsequent satisfactory service.

STAGE 2 – Written Warning

If the offence is serious, or if there is no improvement in your standards or if a further offence occurs, you will be given a Written Warning. This letter will include the reason for the warning, the standard of performance or behaviour to be achieved and a time period within which to improve. If there is no improvement after the stated period, a final written warning will be issued.

STAGE 3 – Final Written Warning

Should your conduct or performance not improve sufficiently within the time scale allocated, a further meeting will be organised and, if further disciplinary action is deemed necessary, a Final Written Warning will be issued, which could lead to dismissal. This generally means that any recurrence of the offence, other serious misconduct or failure to improve performance within twenty-four months could lead to dismissal.

STAGE 4 – Dismissal

If there is no satisfactory improvement you will be issued with the appropriate notice of the Company's intention to terminate the contract of employment.

STAGE 5 – Appeal

At any stage of the disciplinary procedure you have the right to appeal against management decisions by writing to the Employee Concierge within seven days of a meeting stating the reasons for appeal. Decisions following appeal are final.

Gross Misconduct

If after investigation it is clear that the behaviour, conduct or breach of rules are so serious that the employee renders the contract of employment unworkable, it may be necessary to dismiss the employee without notice. The list that follows illustrates the types of behaviour, which could be seen as gross misconduct. This list is not exhaustive and serves only as a guide:

- Theft.
- Wilful damage to Client or Company property (costs of such damage will be charged to the individual concerned).
- Bringing the Company into disrepute with a client or potential client.
- Fraud or deliberate falsification of records to deceive or make personal gain.
- Any act or omission with intent to deprive the Company of money or goods.
- Assault of any person whilst on Company premises or when acting on behalf of the Company.
- Incapacity for work due to being under the influence of alcohol or illegal drugs.
- Gross insubordination.
- Any wilful damage, reckless action or omission which constitutes a serious danger to the health or safety of any person.
- Any sort of dishonesty, deceit or gross lack of integrity.
- An employee's failure to perform duties to which the Company is contracted to its clients, such failure being likely to result in the client terminating the contract or claiming against the Company for its failure to fulfil the contract.

Whilst the alleged gross misconduct is being investigated the employee may be suspended without pay for a period of no more than one week. If the subsequent investigation finds that the employee has been wrongfully charged, then the Company may consider reimbursement of monies lost.

Grievance Procedures

It is Company policy to ensure that any employee with a grievance has access to a procedure, which can lead to a speedy resolution of the grievance in a fair manner.

If you have a complaint or any issue regarding your employment which you are dissatisfied about you should first discuss it with your Team Leader who should be able to resolve the matter. If this fails, you can take your problem to Employee Concierge. However, you must present your problem in a written format. When writing a grievance please make sure you include the following details:

1) Your Surname and Forename(s)
2) Your Employee Number
3) The name of your Team Leader
4) As many details resulting to your grievance as possible

This will help us to deal with your grievance in a fair manner and as fast as possible.

After your grievance is processed a meeting will be arranged if needed. After the meeting your problem will be assessed and a solution is provided. If the solution fails to satisfy you, you have a right to make a complaint.

You have a right to representation by a work colleague, staff representative or a trade union official at all stages of the grievance procedure.

Timesheets

When filling in your timesheet, there are points you should take into account before submitting it to us. This way your timesheet gets processed as soon as it is received. All company timesheets are held in this induction pack. Bear in mind that these are also the only timesheets the company can accept and process.

1) All details such should be clearly stated on the timesheet.
   Please, use easily readable handwriting and make sure for example shift start and end times are in 24 hour format.

2) Working week is from Sunday to Saturday

3) Some of our clients require a specific timesheet with store manager's signature on them. Make sure the timesheet has both of them. All the client specific timesheets are held in this induction pack.

4) All timesheets must be submitted by Monday 9:00 am to the following fax: **0870 6221347** or email timesheets@ssg-net.com

SSG

SECURITY GUARD'S ATTENDANCE SHEET

SSG

Support Services Group

Week Commencing: SUN 27th JUNE 2010

Store Name: PETS AT HOME - AINTREE

Employee Number 7 1 5 1

	Date	Time In	Time Out	Total Hours	Guard's Name	Guard's Signature	Store Manager's Name	Store Manager's Signature
Sun	—	—	—	—	—			
Mon	28/06	0800	1600	8	J SMITH		MARY SIMMS	
Tue	29/06	0800	1600	8	J SMITH		MARY SIMMS	
Wed	30/06	0800	1600	8	J SMITH		MARY SIMMS	
Thur	01/07	0800	1600	8	J SMITH		MARY SIMMS	
Fri	—	—	—	—	—	—		
Sat	—	—	—	—	—	—		
			Total Hours for week	32				

Store Manager's Signature: ____________

Please note, working week is Sunday-Saturday

Original to Guard
Copy to be retained by Store
Please fax to 08706221347
Before 0900 Every MONDAY

Wages

Pay Cycle and Pay Date

Once you are employed, please ensure you make yourself familiar with the company's pay cycle and pay date. This way you will know when you are getting paid and which dates you are getting paid for. The pay cycle form is attached to your Induction Pack.

At the beginning of each year a new pay cycle document will be sent to you.

Taxes and National Insurance

Most wages are subjected to taxes and National Insurance. More details can be found on the HMRC website.

The Company cannot alter any tax coding without authority from the Inland Revenue. It is your responsibility to notify the Inland Revenue of any changes affecting your tax circumstances. At the beginning of your employment, please ensure you send us either a P45 or P46, which ever is most up to date on your present circumstances.

Overtime and Bank Holidays

It is not Company policy to pay an overtime rate however, Public and Bank Holidays are paid at double time when worked. Please note that all public holidays are not bank holidays which means that you won't get paid double time. Please see the Government website for details.

Advances

If you need your wages to be paid in advance, you need authorization from your line manager. Your eligibility for advances is based on hours already worked not against hours scheduled to you. Please note that you are not eligible for advances during your probation period.

Deductions

Please note any over paid wages can be claimed back at any time. You have a responsibility to inform us if you have been overpaid.

Holiday Pay Rate

Your holiday pay rate equals the hourly rate you usually get paid. Please see section Holidays on this Induction Booklet.

If at the end of your employment you have holidays outstanding, these will be paid with your final wage. It is important that you submit your Notice Period Form, Employee Leaver Form and send them to the Employee Concierge.

Pension

You will be permitted, as soon as you are eligible, to join the Company's non-contributory pension scheme. Details available upon request.

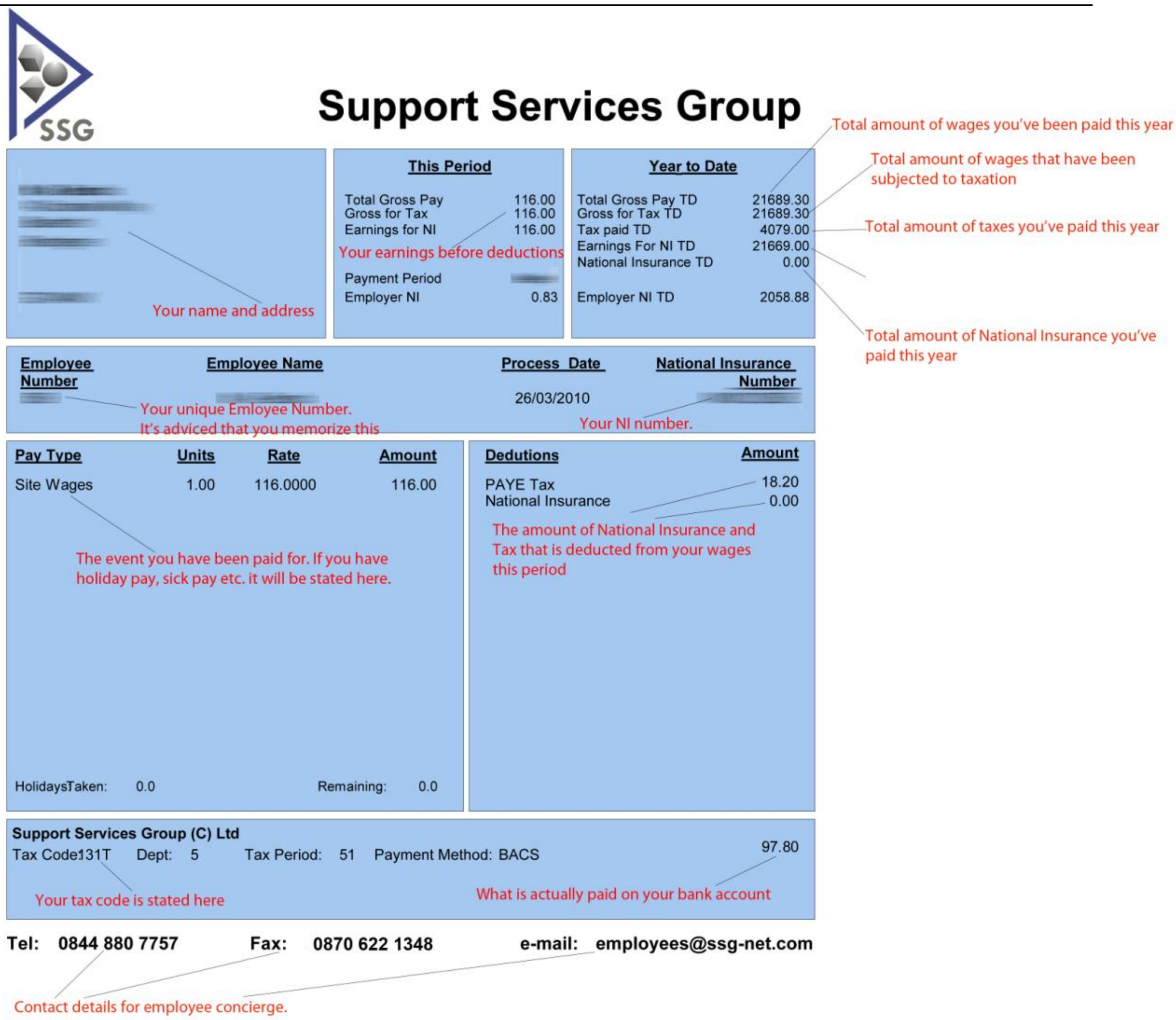
Expenses and Expense Claims

When claiming back expenses you must fill in an Expenses Form. Please, make sure you fill in all details in correctly and include all tickets, receipts and invoices to support your claim. This is to ensure you are correctly repaid. All documents must be submitted to the Employee Concierge by the end of the month and will be repaid 5 working days after payroll. Please note that all expense claims are subjected to approval.

Your Pay Slip

Your payslip states which types of events you've been paid for, what your pay rate is and how much you've been taxed. If there is something wrong with you pay, please contact the Employee Concierge. Please remember that if you work past midnight on the last day of your pay cycle (i.e. there is a midnight cut-off), you will get paid for the rest of the hours in your next set of wages.

Appendix 7


Support Services Group
Total amount of wages you've been paid this year
Total amount of wages that have been subjected to taxation
Total amount of taxes you've paid this year
Total amount of National Insurance you've paid this year
Your name and address
This Period
Total Gross Pay 116.00
Gross for Tax 116.00
Earnings for NI 116.00
Your earnings before deductions
Payment Period
Employer NI 0.83
Year to Date
Total Gross Pay TD 21689.30
Gross for Tax TD 21689.30
Tax paid TD 4079.00
Earnings For NI TD 21669.00
National Insurance TD 0.00
Employer NI TD 2058.88
Employee Number
Employee Name
Process Date
National Insurance Number
26/03/2010
Your unique Emloyee Number.
It's adviced that you memorize this
Your NI number.
Pay Type
Units
Rate
Amount
Site Wages 1.00 116.0000 116.00
The event you have been paid for. If you have holiday pay, sick pay etc. it will be stated here.
HolidaysTaken: 0.0
Remaining: 0.0
Dedutions
Amount
PAYE Tax 18.20
National Insurance 0.00
The amount of National Insurance and Tax that is deducted from your wages this period
Support Services Group (C) Ltd
Tax Code131T Dept: 5 Tax Period: 51 Payment Method: BACS
97.80
Your tax code is stated here
What is actually paid on your bank account
Tel: 0844 880 7757
Fax: 0870 622 1348
e-mail: employees@ssg-net.com
Contact details for employee concierge.

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Employee Pay Details For Period: 22/11/2009 To 26/12/2009

people hours

For Branch: Support Services

Your name

The period you are getting paid for

[redacted] **PIN:** [redacted]

Location	Event Type	Duty Start	Duty Finish	PB Rule	Paid Hours	Rate	Amount
W-HeatonPark	Duty	23/11/2009 10:00	23/11/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	24/11/2009 10:00	24/11/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	25/11/2009 11:00	25/11/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	26/11/2009 10:00	26/11/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	30/11/2009 10:00	30/11/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	01/12/2009 11:00	01/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	02/12/2009 10:00	02/12/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	03/12/2009 11:00	03/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	07/12/2009 11:00	07/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	08/12/2009 11:00	08/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	09/12/2009 11:00	09/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	10/12/2009 11:00	10/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	15/12/2009 10:00	15/12/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	16/12/2009 10:30	16/12/2009 20:00	£6.50	9.50	£6.50	£61.75
W-HeatonPark	Duty	17/12/2009 10:30	17/12/2009 20:00	£6.50	9.50	£6.50	£61.75
W-HeatonPark	Duty	21/12/2009 10:00	21/12/2009 20:00	£6.50	10.00	£6.50	£65.00
W-HeatonPark	Duty	22/12/2009 10:30	22/12/2009 20:00	£6.50	9.50	£6.50	£61.75
W-HeatonPark	Duty	23/12/2009 11:00	23/12/2009 20:00	£6.50	9.00	£6.50	£58.50
W-HeatonPark	Duty	24/12/2009 10:00	24/12/2009 16:00	£6.50	6.00	£6.50	£39.00

Your pay rate

Employee Totals **Worked Hours** 176.50 **Premium Hours** 0.00 **Amount** £1,147.25

Your wages before tax and NI are deducted

The Location where you worked

The event you're getting paid for e.g. duty, holiday etc

Total hours worked during this period

Other things your might see on your backing sheet

- Deductions
- Approved Pay Only

Please notify the Employee Concierge if you see e.g. a subcontractor event on your backing sheet

Pay Query

If for some reason your wages or a part of your wages has not been paid on time into your bank account, please contact the Employee Concierge. Make sure you have your pay slip, backing sheet and other supporting documentation ready, so we can help you more efficiently.

Here are the common reasons, why your wages might not been paid on time

Reason	**Solution**
Induction Checklist NOT completed	Complete Induction Checklist
We haven't received your timesheet Or your timesheet wasn't valid	Send us a valid timesheet
There is an error in your bank details	Make sure you provide us with correct details when filling in your Starter Form and if your details change during employment let us know immediately
Your shifts haven't been signed off	Needs further investigation

Onsite Instructions

Your job title is declared and detailed in your Offer Letter. You are expected to perform all acts, duties and obligations and comply with any additional orders which are reasonably consistent with your position.

From time to time you may be asked to perform duties normally undertaken by others or to take on different or additional duties; however you will not be assigned to duties which you cannot reasonably perform. Any additional instruction and/or training will be provided if necessary.

Duties and obligations may vary between different locations; however there are certain aspects which should be considered as general conduct and apply everywhere in the Company.

Arriving for Duty

Punctuality is expected from all employees. It is encouraged that you arrive for duty at least 15 minutes prior to your actual shift start time: however you will not get paid for these additional 15 minutes. This time should be reserved for you to receive any possible instructions from the site manager.

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Physical Appearance

Employees are expected to keep their appearance professional when on site. You are a representative of Support Services Group whether in uniform or out of uniform. Especially when in uniform you are expected to pay attention to the following details:

Personal Hygiene

All employees are expected to pay attention and maintain their personal hygiene.

Jewellery

A small amount of jewellery may be worn with discretion. You may be asked to remove anything that is considered to be excessive or inappropriate whilst on site.

Footwear

Guards should wear clean and polished black shoes. Please note that footwear is not included in the standard uniform kit.

Identity Card

All employees are issued with Company Identity Card. Identity Card must be worn on site at all times.

SIA Licence Badge

All employees must wear their SIA licence badge on site at all times.

Uniforms

You will be provided with a uniform kit as a part of your Induction Pack. We will be enquiring your size as part of the induction process. Please see the following chart for advice:

Charts show body measurements, the garments will be larger to allow for ease of movement. Check your measurements against the chart to find your size. When measuring stand normally and do not pull the tape too tight.

Unisex Sizes

S	M		L		XL		XXL		XXXL		
36	38	40	42	44	46	48	50	52	54	56	Chest (ins)
30	32	34	36	38	40	42	44	46	48	50	Waist (ins)

Ladies Sizes

8	10	12	14	16	18	20	22	24	
32	34	36	38	40	42	44	46	48	Bust(ins)
24	26	28	30	32	34	36	38	40	Waist (ins)
34	36	38	40	42	44	46	48	50	Hips (ins)

Cap Sizes

S			M			L			XL		
53	54	55	56	57	58	59	60	61	62	63	(cm)
6 1/2	6 5/8	6 3/4	6 7/8	7	7 1/8	7 1/4	7 3/8	7 1/2	7 5/8	7 3/4	(ins)

Checklist for Men

Collar
Measure around the neck without pulling the tape tight (or check the label on a favourite shirt.

Chest
Standing normally measure around the fullest part of your chest

Waist
Measure where your trouser waistband normally sits

Inside Leg
Standing normally get someone to measure your trousers from the Crotch seam to the hem (or measure a favourite pair of trousers that fit you well)

Cap
Measure around the head in centimetres and check against the chart

Checklist for Women

Bust
Measure around the fullest part making sure the tape is level across your shoulder blades

Waist
Measure your natural waistline without pulling the tape tight

Hips
Measure the fullest part of your hips keeping the tape level

Inside Leg
Standing normally get someone to measure your trousers from the crotch seam to the hem (or measure a favourite pair of trousers that fit you well)

Cap
Measure around the head in centimetres and check against the chart

SSG

The company has 5 dedicated uniform kits, all of which are listed below. You will be assigned to a kit once your employment commences.

Uniform Kit 1

2x Pilot Shirts
1x Trousers
1x Jumper
1x Tie
1x Set of Epaulettes

Uniform Kit 2

4x Pilot Shirts
2x Trousers
2x Jumper
2x Tie
2x Set of Epaulettes

Uniform Kit 3 (Branded)

2x Pilot Shirts
1x Trousers
1x Jumper
1x Tie
1x Set of Epaulettes

Uniform Kit 4 (Branded)

4x Pilot Shirts
2x Trousers
2x Jumper
2x Tie
2x Set of Epaulettes

Uniform Kit 5 (Branded)

4x Pilot Shirts
2x Trousers
2x Blazer
2x Tie
2x Set of Epaulettes

Additional Personal Protection Equipment

Safety Shoes
High Visibility Vest
High Visibility Jacket
Hard Hat
Safety Glasses
Safety Gloves
Lone Worker Device
Stab Vest

To ensure you have received the correct kit and everything included in it, you are required to sign Form No 12 Uniform Checklist. If you are missing something from your uniform kit, please contact the Employee Concierge immediately.

Please, take good care of your uniform by maintaining and keeping it presentable as it is company property and has to be returned in good condition if needed. If any mistreatment is discovered, the cost of the mistreated item will be deducted from your wages.

Employees must always wear a full freshly laundered uniform when on site. Please follow the cleaning instructions on each piece of clothing. This will prolong the lifespan of your uniform.

Machinery and Equipment

You must not attempt to operate any machinery or equipment unless shown how to do so beforehand, neither must you wilfully interfere with or misuse any equipment. Personal use of any Company equipment or machinery is only permitted with permission from your Team Leader.

If you receive any special equipment from the company, it is to be treated with care and respect. The equipment remains company property and it is given to you to help you with your job. If any mistreatment is discovered, the cost of the mistreated equipment will be deducted from your wages.

Weapons

Employees must not carry or be in possession of any weapon or any item that may be construed as a weapon without lawful excuse. Any employee found to be in possession of such a weapon, imitation or other will be liable to instant dismissal and face possible criminal charges.

Personal Property

If you choose to bring personal property such as a mobile phone to the site it must be left in a locker either switched off or on silent mode. Please note that the company will not compensate any broken or stolen personal property.

Behaviour

All employees are expected to behave professionally and respectfully towards their supervisor, co-workers, the client's staff, the client's customers and associates. You represent the company and therefore you must behave accordingly.

Drugs and Alcohol

Support Services Group will not tolerate any drug or alcohol abuse. If an employee is under influence of either, disciplinary procedures will follow.

Smoking

Employees are not permitted to smoke whilst in Company premises or Company vehicles. Designated areas for smoking are to be used at all times whilst on clients' premises.

Never Handle Cash

Employees must never handle cash. You can however be an escort to the client's staff if they need to carry cash from one place to another but only if it is asked from you by the site manager.

Client Property

You are advised not to take any items that belong to the site unless you have a written permission to do so.

Client Confidentiality

All client related matters must remain confidential.

Incidents

Incidents should be reported on a daily basis. Any suspicious and/or dishonest behaviour by customers, staff or store manager should be notified immediately.

To report incidents you must use Form No 07 Incident Report which is included in your Induction Pack. After filling in the form appropriately, it should be sent to the Employee Concierge. Please remember to always keep a copy to yourself.

Serious Incidents

Incidents involving violence or threats should be reported immediately to both your Team Leader and the store manager. These types of incidents are serious and should be treated accordingly.

Health and Safety

A report regarding Health and Safety matters should also be filled in as soon as the incidents occur. The store manager should also be notified of such issues.

Accidents

Accidents involving the public or yourselves should be recorded on Form No 08 Accident Report Form which is included in your Induction Pack. The form should be submitted to the Employee Concierge.

How to report an incident or an accident

All details about the incident or accident must be filled in the dedicated report on Form No 07 Incident Report and or Form No 08 Accident Report

When filling a form you must remain as objective as possible. The report should contain facts not personal opinions. Minimum requirements go as follows:

1) Your name and employee number
2) Date and time when incident/accident occurred
3) The location and store where incident/accident occurred
4) Short description of the incident/accident, for example:
    a. Events leading up to the incident or accident etc
5) Name(s) of person(s) involved
6) Telephone number(s) of person(s) involved
7) What part the person(s) played in the incident/accident
8) Details of recovered stock
9) What actions were taken, for example:
    a. Whether back-up such as an ambulance or the police was called
    b. If ambulance help is refused, then this should also be reported

Leaving the company

Resigning

During your probation period your employment is terminable on one weeks' notice. After your probationary period is over you may terminate your contract of employment by giving the Company 28 day's written notice. Please use Form No 09 Notice Period form included in your Induction Pack. After filling in the form correctly, please send it to the Employee Concierge. Should you not provide the required notice period a deduction of £250 plus the cost of your uniform kit from final wages will be applied to cover the companies additional expenses incurred as a result of such failure.

In exceptional circumstances the Company may agree to accept less than 28 day's notice and in such cases employment will cease on the last day worked.
In cases of gross misconduct, notice is not required from the Company.

You must also complete Form No 10 Employee Leaver form which is included in your Induction Pack. No outstanding wages will be processed until this form is completed correctly and all company property (e.g. uniform kit and ID card) is returned to the company. Failure to return any part of the company property will result in the cost of the missing items being deducted from your final wages or a charge being levied if final wages are insufficient to cover the cost. Also, if the company property has suffered from mistreatment, we will deduct the amount of the mistreated item from your final wages. If you resign during your probation period, the money held back during vetting will not be returned. The company reserves the right to pursue in small claims court if necessary.

Holiday entitlement is based on complete calendar months worked prior to any leaving date. If on the termination of your employment you have exceeded your accrued holiday entitlement, this excess will be deducted from any sums due to you. If you have holiday entitlement still owing the Company may, at its sole discretion require you to take your holiday during your notice period or may pay you a sum in lieu of accrued holiday.

Dismissal

After completion of the probation period your contract of employment is terminable by you or by the Company on giving 28 day's written notice.

The Company reserves the right to terminate your contract without any notice if it has reasonable grounds to believe you are guilty of gross misconduct or gross negligence. Details on the grounds you may be dismissed for can be found on the Company's Terms and Conditions which is available upon request.

Redundancy

As far as is practicable the Company is committed to maintaining job security for employees. Redundancy occurs when the work you currently do is no longer needed, which may be due to a site closing down or the requirement moving to a location that is not within reasonable travelling distance for you. On all occasions the Company will try to avoid the need for compulsory redundancies and will endeavour to offer those employees affected the opportunity to transfer to other suitable roles.

A number of legal provisions exist to protect and compensate you in the event of redundancy, which the Company is committed to uphold.

Forms and other relevant documentation

Your Induction Pack includes all the forms you will need during your employment with Support Services Group. When you need to use a document, please take a photocopy of the original and fill it in. This way you will always have all documents and don't have to request new ones. When using the company's forms, please make sure you fill in all details to best of your knowledge. All documents with insufficient information will be rejected.

The following forms are included in your Induction Pack:

- Form No 02 Employee Starter Form
- Form No 03 Change of Personal Details
- Form No 04 Holiday Request Form
- Form No 05 Absentee Form
- Form No 06 Coversheet for General Letters
- Form No 07 Incident Report
- Form No 08 Accident Report
- Form No 09 Notice Period
- Form No 10 Employee Leaver Form
- Form No 11 Training Record
- Form No 12 Uniform Checklist
- Form No 13 48 Hour Opt-Out Agreement
- Form No 14 Appraisal Form
- Form No 17 Expenses Claim Form

- Form No 19 SIA Licensing Scheme Agreement

- Form No 24 SSG Pay cycles

- Form No 25 Public and Bank Holidays

- 4 Timesheets

If you are missing any of the above mentioned form, please contact the Employee Concierge.

Support services group Policies

Support Services Group has the following defined policies, all of which are available on request.

-Health and Safety Policy

-Equal Opportunities Policy

-Equality and Diversity Policy

-Racial Relations Policy

-Customer Care Policy

-Corporate Responsibility Policy

-Data Protection Policy

-Quality Policy

-Training Policy

-Environment Policy

Induction Checklist

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Surname	Forename(s)

Induction Checklist

PLEASE READ: In order for you to be paid with no problems you must ensure the prompt return of the forms stated below. Failure to send back the forms can hinder the administration of your application.

- Form 02 Employee Starter Form ☐
- Tax P45 (Original Only Accepted)/ P46 Form ☐
- 2 x Photograph for Your Company ID Card ☐
- Form 12 Uniform Checklist ☐

Signing the following agreements:

a. Form 21,22 or 23 Provisional Offer ☐

b. Form 13 48 Hour Opt-Out Agreement ☐

Please enclose this checklist with the forms you send back to us.

Signature ____________________ Date D D M M Y Y Y Y

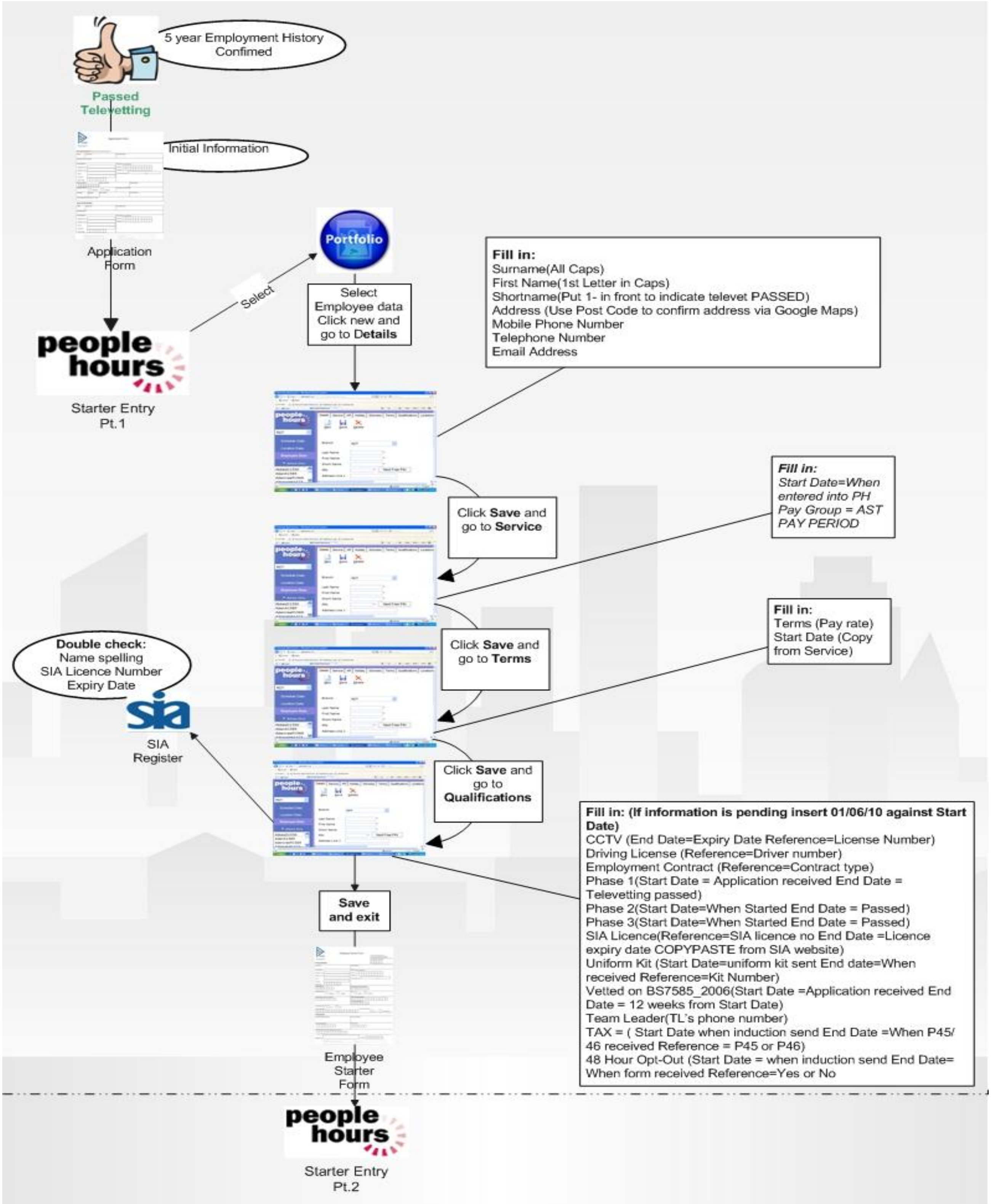
SSG

From:

Stamp Required

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
Wiltshire

S	N	3		3	J	W


5 year Employment History Confimed
Passed Televetting
Initial Information
Application Form
Select
Portfolio
Select Employee data Click new and go to **Details**
Fill in:
Surname(All Caps)
First Name(1st Letter in Caps)
Shortname(Put 1- in front to indicate televet PASSED)
Address (Use Post Code to confirm address via Google Maps)
Mobile Phone Number
Telephone Number
Email Address
people hours
Starter Entry Pt.1
Fill in:
Start Date=When entered into PH
Pay Group = AST PAY PERIOD
Click **Save** and go to **Service**
Fill in:
Terms (Pay rate)
Start Date (Copy from Service)
Click **Save** and go to **Terms**
Double check:
Name spelling
SIA Licence Number
Expiry Date
sia
SIA Register
Click **Save** and go to **Qualifications**
Fill in: (If information is pending insert 01/06/10 against Start Date)
CCTV (End Date=Expiry Date Reference=License Number)
Driving License (Reference=Driver number)
Employment Contract (Reference=Contract type)
Phase 1(Start Date = Application received End Date = Televetting passed)
Phase 2(Start Date=When Started End Date = Passed)
Phase 3(Start Date=When Started End Date = Passed)
SIA Licence(Reference=SIA licence no End Date =Licence expiry date COPYPASTE from SIA website)
Uniform Kit (Start Date=uniform kit sent End date=When received Reference=Kit Number)
Vetted on BS7585_2006(Start Date =Application received End Date = 12 weeks from Start Date)
Team Leader(TL's phone number)
TAX = (Start Date when induction send End Date =When P45/46 received Reference = P45 or P46)
48 Hour Opt-Out (Start Date = when induction send End Date= When form received Reference=Yes or No
Save and exit
Employee Starter Form
people hours
Starter Entry Pt.2

Please keep a copy

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

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Incident Report

Form No 07

Employee Number

Surname		Forename(s)	
Date D D M M Y Y Y Y	Time (24 Hour Format) H H M M	Client	Site

Incident Type

- [ ] An Incident involving violence
- [ ] An Incident involving threats of violence of abuse
- [ ] An attempted, actual theft or an incident incurring loss or property recover

Incident Details

Information about Person(s) Involved

Name	Contact Details	Type of Involvement

Details of Stock

Description	No. of Items	Value £	Recovered (Yes/No)

Actions Taken/Required

Signature

Date D D M M Y Y Y Y

Appendix 12

Please keep a copy

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

SSG

Accident Report

Form No 08

Employee Number

Surname		Forename(s)	
Date D D M M Y Y Y Y	Time (24 Hour Format) H H M M	Client	Site
Accident Details			
Has the Accident Book Been Filled in? ☐ Yes ☐ No			

Information about Person(s) Involved

Name	Contact Details	Type of Involvement

Actions Taken/Required

Signature

Date D D M M Y Y Y Y

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Form No 02

Employee Starter Form

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number

Personal Details

Surname	Forename(s)
Full Address Address Line 1 Address Line 2 Town County Post Code	Telephone number(s) Home Mobile Email(optional) @
Date of Birth D D M M Y Y Y Y	Start Date of Employment D D M M Y Y Y Y
Marital Status ☐ Married ☐ Single	Sex ☐ Male ☐ Female
National Insurance number	SIA License Number SIA License Expiry D D M M Y Y Y Y
Driving License ☐ Yes ☐ No Driver Number	Owned Vehicles ☐ Car ☐ Motorcycle

Bank Details

Bank/Building Society	Account Name
Account Number	Sort Code
Roll Number (Used by Building Societies)	

Signature

Date D D M M Y Y Y Y

Form No 03

Change of Personal Details

Please supply all relevant documentation with this form.

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number *

Starred * items must be completed

Surname *	Forename(s) *
New Surname	New Forename(s)
New Address Address Line 1 Address Line 2 Town County Post Code	New Telephone number(s) Home Mobile Email(optional) @
New Marital Status Married Single	SIA License Number (Update) SIA License Expiry D D M M Y Y Y Y
Driver's License update D D M M Y Y Y Y Driver Number (Update)	Sex Male Female

New Bank Details

Bank/Building Society	Account Name
Account Number	Sort Code
Roll Number (Used by Building Societies)	

Signature *

Date * D D M M Y Y Y Y

Appendix 15

Form No 04

Holiday Request Form

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number

Surname	Forename(s)
Client	Site

Holiday dates

From D D M M Y Y Y Y To D D M M Y Y Y Y

Number days

Signature

Date D D M M Y Y Y Y

Appendix 16

Form No 05

Absentee Form

Please note, that you must notify your team leader at least 12 hours before the shift starts.

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number

Surname	Forename(s)
Client	Site

Absent from D D M M Y Y Y Y to D D M M Y Y Y Y

Reason for Absence

Signature

Date D D M M Y Y Y Y

Appendix 17

Form No 09

Notice Period

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number

Surname	Forename(s)
Finish Date D D M M Y Y Y Y	
Client(s)	Site(s) where usually worked in

State the reason why you are leaving

May we contact you for feedback?

☐ Yes ☐ No

Signature

Date D D M M Y Y Y Y

Appendix 18

SSG

Form No 10

Employee Leaver Form

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number

Surname	Forename(s)
Date Employment terminates D D M M Y Y Y Y	Last Shift Date D D M M Y Y Y Y Time (24 Hour Format) Start H H M M Finish H H M M
Client	Site

Company Property NOT Returned	Details
Uniform ☐ IT ☐ Other ☐	

Signature

Date D D M M Y Y Y Y

Deductions

Notice Period £

Uniform £

IT £

Administration £

Signature

Date D D M M Y Y Y Y

Leaving Holiday	P45
Number of days Amount £ Ticket Number	P45 Issued ☐ Yes ☐ No

Appendix 19

SSG

Form No 11

Training Record

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number

Surname	Forename(s)

Training Schedule	Client and Site	Team Leader's Signature and Date	Employee's Signature and Date
Meet and Greet		D D M M Y Y Y Y	D D M M Y Y Y Y
Know Your Job		D D M M Y Y Y Y	D D M M Y Y Y Y
Assigment Instructions		D D M M Y Y Y Y	D D M M Y Y Y Y
Risk Assesment		D D M M Y Y Y Y	D D M M Y Y Y Y
NVQ 2 Security Guarding		D D M M Y Y Y Y	D D M M Y Y Y Y
Employee Concierge Survey		D D M M Y Y Y Y	D D M M Y Y Y Y

KPI	Grade 1-5											
	1	2	3	4	5	6	7	8	9	10	11	12
Appearance												
Time Keeping												
Knowledge												
Sickness												
Incident Reporting												
Arrests if Applicable												
Total												
Team Leader Initials												

Form No 14

Appraisal Form

Send a copy with Training Form
to Service Centre for personal record

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Employee Number ☐☐☐☐

Surname	Forename(s)

What Elements Have Effected the Non-achievement/ Achievement of the Agreed Parameters

Any Improvements/ Performance Discussed or Agreed ☐ Yes ☐ No

Details

Training File Checked ☐ Yes ☐ No

Details

Training Identified ☐ Yes ☐ No

Details

SSG

Appraisal Form

Form No 14

KPI Target Improvement Required ☐ Yes ☐ No

Appearance	☐	Sickness	☐
Time Keeping	☐	Incident Reporting	☐
Knowledge	☐	Arrests if applicable	☐

Employee Feedback ☐ Yes ☐ No

Details

Rating

Excellent ☐ Good ☐ Acceptable ☐ Not Acceptable ☐

If Not Acceptable, corrective action plan

Promotional Prospects

Team Leader Signature		Date	D D M M Y Y Y Y
Employee Signature		Date	D D M M Y Y Y Y

Appendix 21

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

SSG

Expenses Claim Form

Form No 17

Mileage

Surname	Forename(s)	Employee Number

Date of Journey	Odometer Start	Odometer Finish	Miles	Net	VAT	Gross	Start Post Code	End Post Code	Client and Site
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
			Total						

Claimants Signature

Date D D M M Y Y Y Y

Receipts Attached Yes ☐ No ☐

Budget Holder's Signature

Date D D M M Y Y Y Y

Web Address: www.ssg-net.com	Version 2.3
Employee Concierge/Confidential Page 1 of 4	Author: Satu Stahlstedt

SSG

Expenses Claim Form

Form No 17

Mileage

Surname	Forename(s)	Employee Number

Date of Journey	Odometer Start	Odometer Finish	Miles	Net	VAT	Gross	Start Post Code	End Post Code	Client and Site
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
D D M M Y Y Y Y									
			Total						

Claimants Signature

Date D D M M Y Y Y Y

Receipts Attached Yes ☐ No ☐

Budget Holder's Signature

Date D D M M Y Y Y Y

Web Address: www.ssg-net.com	Version 2.3
Employee Concierge/Confidential Page 2 of 4	Author: Satu Stahlstedt

Appendix 21

Employee Concierge
Unit 19 Ergo Business Park
Kelvin Road
Swindon
SN3 3JW
Phone: 08448807757
Fax: 08706221348
Email: employees@ssg-net.com

Expenses Claim Form

Form No 17

Additional Costs

Surname	Forename(s)	Employee Number

Date	Item	Price (Net)	VAT	Price (Gross)	Other Details	Client and Site
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
	Total					

Claimants Signature

Date DDMMYYYY

Receipts Attached Yes ☐ No ☐

Budget Holder's Signature

Date DDMMYYYY

Expenses Claim Form

Form No 17

Additional Costs

Surname	Forename(s)	Employee Number

Date	Item	Price (Net)	VAT	Price (Gross)	Other Details	Client and Site
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
DDMMYYYY						
	Total					

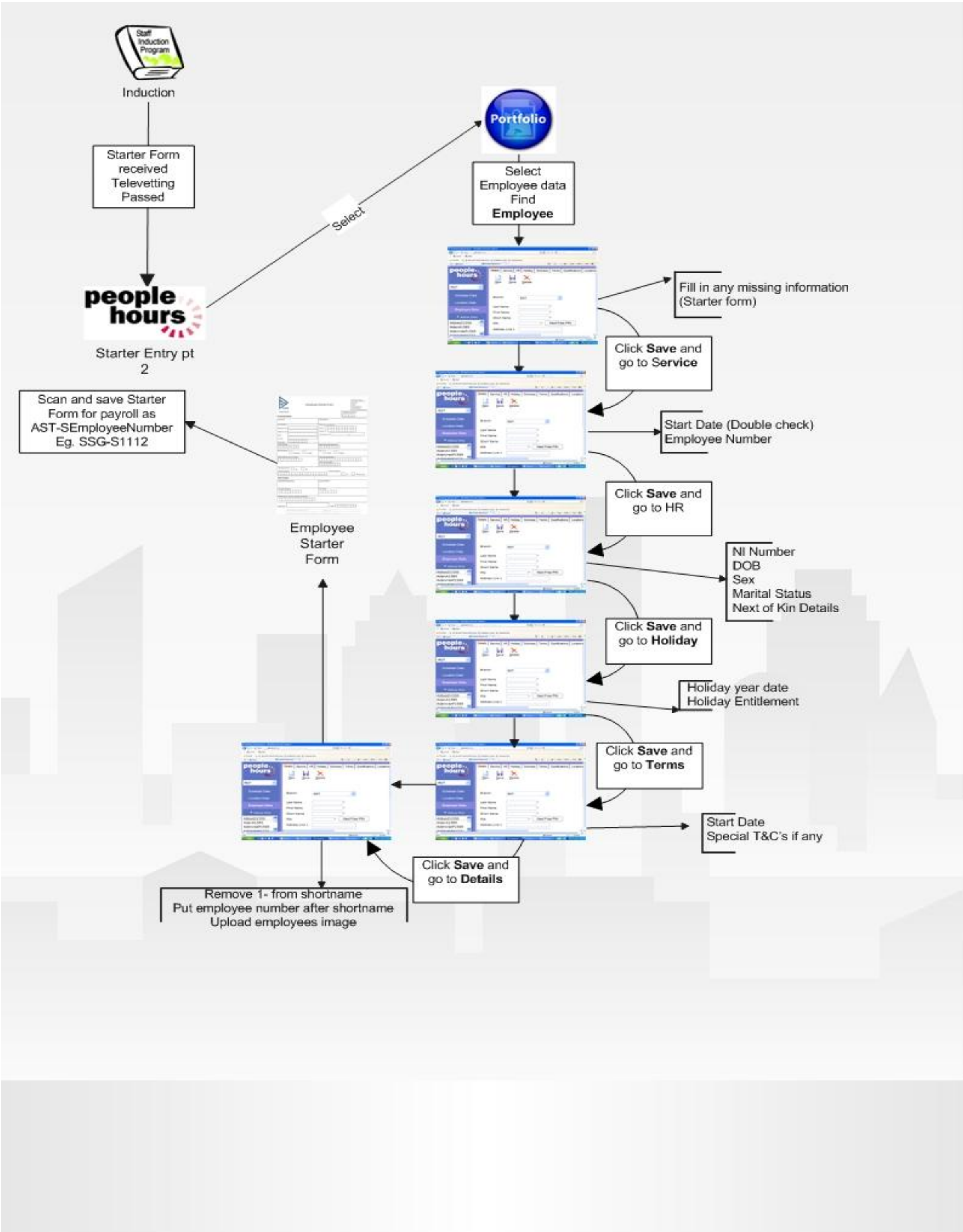
Claimants Signature

Date DDMMYYYY

Receipts Attached Yes ☐ No ☐

Budget Holder's Signature

Date DDMMYYYY


Staff Induction Program
Induction
Starter Form received Televetting Passed
people hours
Starter Entry pt 2
Select
Portfolio
Select Employee data Find **Employee**
Fill in any missing information (Starter form)
Click **Save** and go to **Service**
Start Date (Double check) Employee Number
Click **Save** and go to **HR**
NI Number
DOB
Sex
Marital Status
Next of Kin Details
Click **Save** and go to **Holiday**
Holiday year date
Holiday Entitlement
Click **Save** and go to **Terms**
Start Date
Special T&C's if any
Click **Save** and go to **Details**
Remove 1- from shortname
Put employee number after shortname
Upload employees image
Employee Starter Form
Scan and save Starter Form for payroll as AST-SEmployeeNumber Eg. SSG-S1112

Indicator	Top Achievement Level	Support Services Group Ltd's Performance			
Strategy		**2007**	**2008**	**2009**	**2010**
1.1.1 The organisation has a clear approach to business that is acted on and communicated to all staff.	**1**	0	0	1	1
1.1.2 Key stakeholders are aware of the organisations overall approach to business.	**2**	0	0	1	1
1.2.1 Critical success factors have been clearly identified and internal measures are in place to monitor progress towards achievement.	**2**	0	0	1	2
1.2.2 Goals, objectives and targets are clearly visible for all levels of the organisation.	**1**	0	0	0	1
1.2.3 Procedures have been defined to ensure compliance to working standards or 'codes of practice' and are fully implemented.	**1**	0	1	1	1
1.3.1 A plan for the business exists with a clear review schedule.	**2**	0	1	1	2

Legend
0=Required Achievement Level
0< Above Required Achiement Level
0> Below Required Achievement Level
Mandatory indicators are shown in bold text.

1.4.1 The management of internal and external communication is handled effectively.	**2**	0	1	1	2
Indicator Total	**11**	0	3	6	10
Processes					
2.1.1 Key service delivery processes have been identified and are understood by all.	**1**	0	0	1	1
2.2.1 There is a sound plan to ensure continuity of service delivery.	**2**	0	1	2	2
2.3.1 The organisation understands its customers' requirements.	**1**	0	0	1	1
2.3.2 There is an awareness of the impact of service delivery on consumers at all levels of the organisation.	**2**	0	0	0	2
2.3.3 The management of contractual arrangements with the customer has been defined and implemented.	**1**	0	0	1	1
2.4.1 Customers are made aware of and agree to the provision of service via subcontractors.	**0**	0	0	0	0

2.4.2 Customer and consumer performance indicators and service level agreements have been established.	**2**	0	0	0	0
2.4.3 Defined and implemented incident procedures exist.	**1**	0	1	1	1
2.4.4 All procedures are regularly reviewed.	**2**	0	0	1	1
2.4.5 Procedures exist to ensure the attendance of employees on customer sites.	**2**	0	0	2	2
2.5.1 Plans for improvement exist, based on the review of actual performance.	**2**	0	0	2	1
2.5.2 Procedures for the implementation of changes are in place and used.	**1**	0	0	1	1
Criteria Total	**17**	0	2	12	13
Commercial Relationship Management					
3.1.1 Purchasing procedures have been identified and are implemented.	**3**	0	0	0	1

Appendix 23

3.1.2 The organisation works with its suppliers to improve delivery against agreed requirements.	**2**	0	0	0	2
3.1.3 A selection process for subcontractors exists and is used.	**1**	0	0	1	1
3.2.1 Professional advice is offered to customers on the best approach to meet their needs.	**2**	0	0	2	2
3.2.2 An approach to responding to tender/request for services exists and is implemented.	**2**	0	1	1	2
3.2.3 A process for canvassing and obtaining new business exists and is implemented.	**1**	0	0	0	1
3.3.1 A process for ongoing customer site visits has been defined and implemented.	**2**	0	0	2	2
3.3.2 A customer complaints procedure is in place and implemented.	**2**	0	0	2	2
3.4.1 Procedures are in place to handle consumer feedback and are implemented.	**2**	0	0	0	2
management of consumer contact is in place and implemented.	**2**	0	0	0	1

Criteria Total	**19**	0	1	8	16
Finance					
4.1.1 2 years audited or certified accounts can be presented and/or the availability of funding for the achievement of the plan for the business can be evidenced.	**3**	0	1	1	1
4.2.1 Clear and effective management of the payroll can be evidenced.	**2**	0	1	2	2
4.2.2 Financial procedures are defined, understood and implemented (i.e. there are sound fiscal controls in place).	**2**	-1	1	2	2
4.2.3 A clear ‘fit and proper’ management structure with defined and understood authority levels is in place.	**1**	0	1	1	1
4.3.1 There is sufficient insurance cover to meet contractual requirements.	**0**	0	0	0	0
4.4.1 Analysis of the market place in which the organisation operates is conducted.	**3**	-1	1	2	3
Criteria Total	**11**	-2	5	8	9
Resources					

5.1.1 Information key to the business has been identified and is produced and delivered in an effective and timely manner to relevant employees and other stakeholders.	**2**	0	1	1	2
5.1.2 Relevant versions of applicable documents are available at the point of use.	**1**	0	0	1	1
5.1.3 Adherence to the Data Protection Act 1998 is apparent.	**3**	-1	0	0	3
5.1.4 Personnel records and other key information are maintained in accordance to legal requirements.	**1**	0	0	0	1
5.2.1 Lease and ownership papers are appropriate to the relevant premises.	**0**	0	0	0	0
5.2.2 Administrative offices are fit for purpose.	**0**	0	0	0	0
5.2.3 Control rooms/response rooms are designed, fitted and equipped in a manner appropriate to purpose.	**3**	0	0	0	0
recorded, adequately maintained and appropriate for its purpose i.e. is fit for purpose.	**1**	0	0	1	1

5.2.5 Service enhancing technology is used to improve service delivery to customers and safety for employees.	**2**	0	2	2	2
Criteria Total	**13**	-1	3	5	10
People					
6.1.1 There is a defined and implemented recruitment policy.	**3**	0	1	1	1
6.1.2 Defined employee training, development and improvement policy and procedures are in place, implemented and communicated.	**1**	0	0	0	0
staff opinions on the organisation, their job and conditions exists and is implemented.	**3**	0	0	1	0
6.1.4 Employee records are maintained.	**1**	0	0	1	1
6.1.5 A defined grievance procedure is in place which is implemented and communicated.	**1**	0	0	1	1
6.1.6 Defined terms and conditions of employment exist which are implemented and communicated.	**3**	0	0	1	1

6.1.7 A defined disciplinary process is in place which is implemented and communicated.	**1**	0	0	1	1
6.1.8 A defined policy exists covering 'Transfer of Undertakings' which is implemented and communicated.	**1**	0	0	0	1
6.1.9 Roles and responsibilities are defined for all employees.	**1**	0	0	0	1
6.1.10 A defined equality and diversity policy exists which is implemented and communicated.	**1**	0	0	1	1
6.1.11 An induction pack/training including an introduction to policies and procedures exists.	**3**	0	0	0	3
6.2.1 All employees have training plans and records.	**2**	0	0	0	0
6.2.2 All employees are trained to the required standard.	**2**	0	0	1	2
6.2.3 All supervisors are trained to the required standard for their role.	**2**	0	0	0	2

6.2.4 The organisation uses either in house or external approved training providers.	**1**	0	0	1	1
6.2.5 Assignment specific training/induction/information is given.	**0**	0	0	0	0
6.2.6 Customer feedback is obtained for individuals working with clients.	**2**	0	0	1	1
6.3.1 A holiday entitlement policy exists which is implemented and communicated.	**2**	0	0	2	2
6.3.2 A pensions policy exists which is implemented and communicated.	**3**	0	0	1	1
6.3.3 A health and safety policy and supporting procedures exist and are implemented.	**3**	-1	1	0	0
6.3.4 An approach to provision of welfare and benefits is in place.	**2**	0	0	1	2
6.4.1 A process for the appraisal of employee performance is in place and is implemented.	**2**	0	0	0	0
6.4.2 Self learning and improvement is encouraged.	**1**	0	0	1	1

6.4.3 The organisation develops employees especially those with leadership potential.	**3**	0	0	1	2
6.5.1 The organisation adheres to the Working Time Directive.	**2**	-1	0	1	2
6.5.2 The legislation on the national minimum wage is implemented.	**1**	0	1	1	1
Criteria Total	**47**	-2	3	18	28
Leadership					
7.1.1 Leaders can demonstrate, relevant to sector, knowledge of the legislative framework, common law, working practice, and industry standards/codes of practice.	**2**	0	0	2	2
7.1.2 Leaders are involved in the development and implementation of relevant policies and procedures.	**1**	0	0	1	1
7.1.3 Managers and directors responsible for processes and key personnel can demonstrate an understanding of procedures.	**1**	0	0	1	1

7.1.4 Leaders review key results and ensure that improvements are planned and implemented.	**1**	0	1	1	1
7.2.1 Leaders consult stakeholders on their leadership skills and have personal development plans based on the feedback.	**3**	-1	0	1	0
7.3.1 Leaders have developed a set of high values or codes of ethics that are implemented throughout the organisation.	**1**	0	0	0	0
7.4.1 Leaders are involved in improvement activity.	**1**	0	0	1	1
7.4.2 Leaders encourage employee participation in improvement activity.	**2**	0	0	1	0
7.4.3 Leaders recognise individual and team efforts.	**1**	-1	0	1	0
Criteria Total	**13**	-2	1	9	6
Corporate Social Responsibility					
8.1.1 There is a policy relating to corporate social responsibility which is communicated and implemented.	**2**	-1	0	1	2

8.1.2 Activities to promote and improve the reputation of the Security Industry with the local community and with customers are planned and implemented.	2	-1	1	1	1
8.2.1 The organisation considers its impact on the environment in service delivery and running the business.	3	0	0	1	2
Criteria Total	7	-2	1	3	5
Results					
performance against service level agreements and/or key customer performance indicators.	3	0	1	2	1
9.2.1 The regular review of performance against responses from customer opinion gathering.	3	0	0	1	1
9.3.1 The regular review of performance against key employee performance indicators.	3	0	1	1	1
9.4.1 The review of performance against responses from employee opinion gathering.	3	0	0	1	0

9.5.1 The review of performance against internal and external environmental/societal/ health and safety performance indicators.	**3**	-1	1	0	0
9.5.2 Key measures are used to indicate reputation within the local community.	**3**	0	0	1	0
9.6.1 The regular review of performance against success factors and key financial indicators critical to the business.	**3**	0	1	1	1
Criteria Total	**21**	-1	4	7	4
Total Score	**159**	-10	23	76	101

Approved Contractor Scheme Achievement Record. 2010. Consulted at 1.11.2010. http://www.assessment.sia.homeoffice.gov.uk/home/acs/members/acslogin

Appendix 24

5th November 2010

Employee Induction Project

Project Person

This project was a long term strategy of the company following on from the centralisation of the 'Employee Helpdesk'. Satu who took this project on was best placed due to fact of having a stunning placement where she was involved with all aspects of the business and showed exceptional ability in driving activities, research ideas and always presenting solutions that were well thought out and the capacity to deliver to deadlines. During Satu's placement the project was presented to her and the idea of sponsoring her thesis was very warmly welcomed with the only reservation being that the requirements of her University for final year thesis had to be of the right standard and content to ensure that she gains a first rate degree. I believe without Satu's drive, sacrifices, to comeback to the UK the project would never have been delivered on time or to the high standard this has achieved. From feedback with Satu the core content of this project is a perfect fit with the University requirements and hope that this project is well received.

Project Aims

From the outset within our business the way this process was being done in a non centralised method was impacting on service delivery to our clients and employees. The change process to take it from a managed out in the field approach, to a one stop shop with one unified message has put the company on a more controlled and professional standing. The project has looked at the whole solution as an end to end process to ensure employees are treated fairly and the same, being tailored to the lowest educational ability of our employees and promote the message of SSG is a great place to work.

Project Conclusions

The success of the project is down to the efforts of Satu of which the company sees a real attribute to SSG. It must be noted that should Satu's position changed we would employ her on a permanent basis as it can not be under estimated the efforts and quality of this project. In conclusion we have passed our annually audited ACS inspection with our result based hugely on this project to be in the top 1% within our industry by this government backed scheme. We have put to date 360 employees through this new process and have seen huge changes in the way employee's respond and client feedback. The whole process feels so more inline with our company strategy and although it is in the 1st three months it is something the company is taking huge benefits from and once rolled out to existing employees will streamline solutions and ensure we employ a higher calibre of individual and at the same time protect the company financialiy from aspects of HR employment law requirements.

Yours Sincerely,
Antony Monaghan

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