TOGETHER WE WILL MAKE A DIFFERENCE

CWU
The communications union

BT

Working together
Introduction

Together we will make a difference

This agreement between BT Retail and the CWU recognises that in order to make a difference we need to promote and embed the values and behaviours required from all BTR people. The key to this is ensuring Managers engender excellent operational leadership at all levels of management across BT Retail with a clear focus on nurturing talent; creating a motivational and supportive work environment and treating people with respect and consistency.

It is recognised that to raise the level of performance in BT Retail consideration needs to be given to the approach and the behaviours required in managing this change in order to ensure fairness and consistency throughout BT Retail.

It is acknowledged that performance management hasn’t always operated in this manner and as such a culture change is required which recognises and develops talents, which is supportive and caring and creates a positive work place; one where managers lead by example and individuals are valued for their contribution and supported to be the best they can be.

It is our joint intention to continue to work together to understand where there are concerns and how we can address them to our mutual satisfaction. It is only through ongoing engagement conducted in an inclusive framework that we can achieve our joint objectives.

BT Retail and the CWU reaffirm our commitment to continue to reinforce the messages within the programme, promote the required behaviours and to positively adopt “together we will make a difference “throughout BT Retail.

Gavin Patterson  
CEO, BT Retail

Andy Kerr  
CWU DGST (Telecoms & Financial Services)
1. Management Style

Managers are required to engender excellent operational leadership at all levels of management across BT Retail with a clear focus on nurturing talent, the creation of a motivational and supportive work environment, and treating people with respect and consistency.

It is the responsibility of all our managers to manage by example in line with the objectives and principles outlined within this document.

Key Principles of Management Style

The following are the key principles of an environment and management style which supports a zero tolerance of bullying or inappropriate behaviour wherever it originates.

All employees can expect a management style that:

- leads by example
- listens and is supportive
- is inspiring and motivational
- engages with team members and all colleagues in a positive manner
- is fair and equitable
- is inclusive and values diversity
- is respectful and respects an individuals right to confidentiality
- is empowering
- Recognises a job well done and nurtures talent.
- Values individual contribution

Ensuring a management style where managers:

- Take ownership and are accountable for timely decisions
- attend in line with their teams
- are empowered and use their initiative, exercise discretion and apply a common sense approach and take cognisance of company policies
- Creates a positive working environment that brings out the best in people and …
- which enables individuals to express their views in an open and objective manner without fear or reprisal
2. Performance Management

The key to effective performance management is to ensure that individuals know what is expected of them, can meet the required job standards, and demonstrate the right capabilities / behaviours for their role.

This will be achieved through managers that encourage, coach and support individuals in the delivery of their job responsibilities and standards.

**Key Principles of Performance Management**

All employees can expect:

- To be clear about what standards and behaviours are expected of them in compliance with the appropriate evidence based Performance system and any relevant management guidance such as the SPF 10 Point Checklist or equivalent.
- To receive effective and timely training and access to ongoing development relevant to their role.
- To receive regular, confidential, open and honest feedback on their own performance - whether it exceeds, meets or falls below an acceptable standard.
- To have their performance considered 'in the round', on a basket of measures which are relevant to the role being undertaken and not just focused on a single aspect.
- Not to be held responsible for any system or process failures outside of their control.
- To celebrate success and to receive appropriate recognition.
- To receive positive and/or constructive feedback.
- Where an individual's performance falls below an acceptable standard to receive coaching and support to help them improve and meet or exceed expectation.
- Where performance continues to be below an acceptable standard to have their performance managed in line with BT's stated performance procedures and values.
- There will be no targets or quotas for managing people out of BT on performance.
- There will be no quota or forced distribution of performance ratings.
- Information relating to their individual performance to be used in a positive and constructive manner to support improvement or recognise and celebrate individual or team achievement and success – *please refer to annex A*.
3 Rights and Responsibilities

All individuals within BT Retail have rights and responsibilities associated with their particular role within the organisation, some of which are set out below:

Rights
- To be treated with respect – whether by colleagues or customers
- To have concerns listened to and where appropriate acted upon
- Not to suffer any form of bullying or harassment
- To work in a Safe and Healthy Environment
- To be able to raise concerns and to receive a timely response
- To receive quality coaching and support
- To have a job description and clear, measurable and achievable objectives
- To have regular one-to-ones (at least quarterly) to discuss and provide feedback on performance
- To have an annual APR
- To have regular team meetings

Responsibilities
- To work to the required job standards, accepting responsibility for their own performance, following appropriate training and support
- To exhibit the right behaviours and accept accountability for their conduct and adherence to BT’s stated processes and procedures in carrying out their day to day responsibilities.
- To treat people as you would expect them to treat you
- To communicate clearly

The principles and responsibilities outlined in this document are complementary and fully aligned to existing Group policy and initiatives that seek to enhance management style and improve how performance is managed across BT.
Annex A

Performance Management and the use of Performance Data in BT Retail

As part of the regular discussions that individuals will have with their manager on their own performance and development, individuals will be shown performance data – both their own and sometimes, for comparison purposes, that of colleagues.

The following principles govern the use of this data in the performance management process:

Key Principles

- Information relating to an individual’s performance will be used in regular performance discussions.

- When we use data during individual performance discussions, the identity of individuals to whom the data refers will remain anonymous and confidential.

- Performance information will continue to be used in a wider context to recognise individual / team achievement and celebrate success.

- The focus of “visualisation” or using performance data in the public domain will be to show performance trends at a team or site level. When we show performance trends in this manner an individual’s performance will not be identifiable.