

Date : As Postmark



Dear Applicant

PAINTER

Thank you for your enquiry about the above vacancy.

I have pleasure in enclosing the following documents:

- Application Form
- Equal Opportunities Monitoring Form
- Job Profile & Person Specification
- Behavioural Competency Framework
- Conditions of Service
- Fyne Homes' Transparency and Privacy Statement

The starting salary for this post will be £24,336.00 per annum with the opportunity to move along the pay range to £29,978.00 depending upon performance.

Please note that the **closing date** for returning applications is **noon Monday 22nd July 2024**.

If you are shortlisted the interview date is scheduled for Friday 26th July 2024.

CV's will **not** be accepted. However, please feel free to add additional pages to the application form if you wish to provide additional information.

Completed applications should be returned clearly marked "Confidential – for the attention of the HR Director."

We will only acknowledge receipt of applications if specifically requested to do so.

Thank you for your interest in Fyne Homes and I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Lyn Haemmerle', with a long horizontal flourish extending to the right.

Lyn Haemmerle
Human Resources Director



IN CONFIDENCE

PLEASE COMPLETE ALL SECTIONS
CVs will not be accepted

The information that you supply in this application form will enable the interview panel to decide whether to invite you to an interview. Whilst all sections may not be relevant to you personally, you should complete the form as fully and as accurately as possible to enable your application to be given full consideration.

The information provided within your application form will be processed in accordance with the Data Protection Act 1998. Please note that the first two pages will not be shown to the short listing panel.

Post Applied for: **PAINTER**

Closing date for receipt
of application is:

Noon Monday 22nd July 2024

Applications received after this time will NOT be considered.

Personal Information

Title: Surname: First Name:

Address for Correspondence:

Postcode:

Private Telephone Number:

Mobile Number:

E-mail Address:

Your Daytime Telephone Number
(on which a message may be left):

What is your notice period, if applicable?

Assistance for people with disabilities

We are committed to being an Equal Opportunities Employer and do not discriminate. If you consider yourself to have a disability, are there any arrangements that we can make to assist/adapt for you, if you are called to interview or if successfully employed? Please give details below.

Referees

Please give details of two referees. They should be qualified to comment on your ability and experience for this appointment and should include a referee from your current or most recent employer. Fyne Homes does not accept references from family members.

Referees will not be approached prior to a conditional offer being accepted.

Name:	Name:
Job title:	Job title:
Company:	Company:
Address:	Address:
Postcode:	Postcode:
Email:	Email:
Tel No:	Tel No:

Immigration Asylum and Nationality Act 2006

The Immigration Asylum and Nationality Act 2006 makes it an offence to employ anyone who is not entitled to live or work in the UK. All applicants selected for interview will be required to provide evidence that they are entitled to live and work in the UK. Appropriate documentation may include the original of your current passport, visa, birth certificate or any other document [or combination of documents] indicated by the Act.

Do you currently have the right to work and live in the EU?

YES/NO
(please delete as appropriate)

Declaration

I have read this application form fully and I declare that the information I have given in support of my application is, to the best of my knowledge and belief, true and complete. I understand that if it is discovered subsequently that any statement is false or misleading, or that I have withheld any relevant information my application may be disqualified or, if I have already been appointed, I may be dismissed without notice.

Signed: _____ **Date:** _____

For office
use only:

Post Applied For: PAINTER

Secondary Education (only list subjects that were not developed in Further Education)

Standard/O'Grade or equivalent	Grade	Higher Grade or Equivalent	Grade

Further Education

University or Further Education Establishment	Course(s) & Subjects Studied	Degrees, Diplomas, Certificates Obtained

Other Qualifications

Name of Awarding Body	Qualifications Obtained, Membership of Professional Institution etc

For Office use
only:

Training Courses

(Please give details of any relevant short courses or training undertaken)

Course(s) Undertaken	Provider(s)

Computer Skills (please detail your practical experience)

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Driving Licence

Do you possess a full current driving licence? **YES/NO** (please delete as appropriate)

Do you have access to a car for work purposes? **YES/NO** (please delete as appropriate)

Are you insured for business purposes? **YES/NO** (please delete as appropriate)

For Office use only:

Present or Most Recent Employment

Name & Address of Employer	Date From:		Date To:	
	Position Held:			
	Salary and other benefits/payments			
	Notice Required: If still employed			
	Reason For Leaving:			

Nature of Post (please describe your main duties):

For Office use
only:

Employment History (list in order with most recent post first)

Name & Address of Previous Employer(s)	From Month/Year	To Month/Year	Position Held, Main Duties and Reason for Leaving

Please continue on a separate sheet if necessary.

Employment with Fyne Homes

Fyne Homes wishes to compare your experience, skills and knowledge with its requirements. You should therefore, try to show in the following part of the form how you satisfy these. This does not have to be from paid work, but can be from other experience. The Selection Panel will consider candidates, who do not meet all the requirements, therefore please complete all sections as appropriate. (If required, expand any items necessary on the following page)

Please tell us how your skills and experience meet the criteria in the Job Profile and Person Specification.

Describe a time when you have successfully worked as part of a team and delivered an end to end job or project.

Tell us about a time when you have had to handle a difficult situation with a customer or colleague

What experience have you had in working to specified standards and adhering to safety and health guidelines

Tell us about a time where you have had to identify and resolve a problem on a job and provide a practical solution

How do you deal with interruptions or problems on a job?

Give me an example of your ability to communicate effectively with others at all levels

Additional Information

Please provide any relevant information not covered elsewhere on this form, which may include other activities e.g. voluntary work, major achievements, projects to date and indicate how this will enable you to contribute further to this post.

Relationship to Staff Members

If you are related to any employee of Fyne Homes or anyone who has been employed as a staff member or has been engaged as a supplier, consultant or contractor in the last 12 months, please provide details:

Relationship to Committee Members

If you are related to a Committee member of Fyne Homes or anyone who has been a Committee member in the last 12 months, please provide details:

Rehabilitation of Offenders Act 1974

The Rehabilitation of Offenders Act 1974 enables some criminal convictions to become spent or ignored, after a 'rehabilitation period'. Excepted posts are those to which the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 applies. You may be entitled to withhold information about convictions that are 'spent' under the provision of the act. In the event of employment, any failure to disclose could result in dismissal or disciplinary action by your employer. If selected for interview you will be required to complete a criminal convictions declaration form that will only be reviewed if an offer of employment is being made.

Canvassing

Canvassing directly or indirectly in connection with the appointment shall disqualify your application. If discovered after appointment you will be liable to dismissal.

Confirmation of Qualifications

If selected for interview you will be required to bring with you the original certificate(s) of all qualifications referred to in this application. This extends to membership of professional bodies.

Advertisement Source

Where did you see this post advertised? _____

When completed this form should be returned by e-mail to: [**postmaster@fynehomes.co.uk**](mailto:postmaster@fynehomes.co.uk)

Or by post marked PRIVATE & CONFIDENTIAL to:

HR Director
Fyne Homes Ltd
81 Victoria Street
Rothesay
Isle of Bute
PA20 0AP

(Please affix the required postage for weight/size of envelope if returning by post)

(If returning the application form by e-mail please note that there is no need to also post a hard copy. If shortlisted you will be asked to sign your application form at interview.)

NOTE: The closing date for receipt of application is Noon Monday 22nd July 2024



FYNE HOMES LTD

JOB PROFILE

Job Title	<u>Painter</u>
Reports to	Painter – Team leader
No. of direct reports	0

Job Purpose
The Painter is responsible for delivering painting operations to timescale and quality, adherence to specifications, health and safety and clean up.
Key Accountabilities
<ul style="list-style-type: none"> • Supervises apprentices • Delivery of decorating projects using trade knowledge and skills • Delivery of work to a professional timescale • Follow specifications and descriptions of work and deliver works in agreed timescales • Ensures all required painting supplies, equipment and PPE gear have been properly obtained for the job • Ensure that the team is working safely following HSE guidelines including wearing PPE • Snag work and rectify any defects before handover • Provides regular progress reports to TSM

Knowledge and Skills (for detail see attached Person Specification)
<ul style="list-style-type: none"> • Preparing and cleaning surfaces • Repairing cracks and holes in walls • Removal of old paint or wallpaper by sanding/scraping, heat guns, paint removers, steam strippers • applying paint, stains, varnishes and other finishes using brushes, rollers • Keep site tidy and clean tools and equipment • Good knowledge of industry health and safety, • Committed to good customer service and quality of finish • Be reliable and trustworthy • Ability to complete jobs right first time. • Physical strength and stamina • Ability to work at heights • Willingness to travel when required • 5+ years of painting industry experience required

- Computer literate and user knowledge of mainstream programs e.g. Word, Outlook
- Resilience and calmness under pressure
- Full UK driving licence holder

Behavioural Competences

Teamwork
Takes Ownership
Communication
Customer Service
Adaptation to Change

Additional information

Internal communications

Daily – Technical Services Manager, All TSO (in area of operation), TS admin team
Periodically – Fyne Homes Housing staff and Technical Services Director

External communications

Daily – suppliers, builders merchants, scaffold contractors, access providers, tenants and owners
Periodically – Council roads department, specialist contractors

Key-holder for multi-occupancy buildings

Equal Opportunities Monitoring Form

Post applied for:	PAINTER
<p>We are committed to equal opportunities in employment ensuring that no job applicant or employee receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.</p> <p>If you wish to assist us in achieving a diverse workforce, and advertising our vacancies appropriately, please complete the following questionnaire. If you do not wish to complete the form, this will have no bearing on any selection decisions.</p> <p>All information will be treated in the strictest confidence, processed anonymously and separately from any application form you submit. The information will not be provided to or shared with the shortlisting or interview panel.</p>	

Ethnic Origin					
<i>Please select the appropriate box to indicate your ethnicity</i>					
White					
English		Scottish		Welsh	
Northern Irish		Irish		British	
Gypsy or Irish Traveller					
Any other White background, please state:					
Asian or Asian British					
Indian		Pakistani		Bangladeshi	
Chinese					
Any other Asian background, please state:					
Black, African, Caribbean or Black British					
African		Caribbean			
Any other Black, African or Caribbean background, please state:					
Mixed or Multiple Ethnic Groups					
White and Black Caribbean		White and Black African		White and Asian	
Any other Mixed of Multiple ethnic background, please state:					
Other Ethnic Group					
Arab		Arab Scottish/British			
Any other Ethnic Group, please state:					
Prefer not to say					

Gender		
Male	<input type="checkbox"/>	
Female	<input type="checkbox"/>	
Prefer not to say	<input type="checkbox"/>	
Prefer to self-describe, please provide details:		

Sexual Orientation			
Heterosexual / Straight	<input type="checkbox"/>	Gay / Lesbian	<input type="checkbox"/>
Bi-Sexual	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Prefer to self-describe, please state:			

Religion
I would describe my religious background / belief as:

Age			
16-24	<input type="checkbox"/>	25-34	<input type="checkbox"/>
35-44	<input type="checkbox"/>	45-54	<input type="checkbox"/>
55-64	<input type="checkbox"/>	65+	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		

Disability				
Do you consider yourself to have a disability?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes, what is the effect or impact of your disability on your work? Please state:				

Person Specification – Painter

CRITERIA	ESSENTIAL	DESIRABLE	HOW TO TEST?
EDUCATION / QUALIFICATIONS	Current clean driving licence	Towing qualification and experience	Application form and evidence of certificates
		City and Guilds or equivalent in Painting & Decorating Educated to minimum standard grade with good level of numeracy and literacy – including correct use of grammar. Valid CSCS card (this can be obtained following recruitment)	
EXPERIENCE	5+ years of painting industry experience as time served painter	Team working experience	Application & interview
	Experience of painting/decorating projects from inception to completion	To include overseeing multiple simultaneous jobs	
KNOWLEDGE	Familiar with OSHA safety guidelines, PPE requirements, and hazardous material handling, application and disposal		Application & interview
	Computer literate with user capability of mainstream software and apps		
INTERPERSONAL & SOCIAL SKILLS	Reliable and conscientious demonstrating a 'can do' attitude	Flexibility and some requirement to work outside standard hours	Application & interview
	Pleasant, friendly disposition with aptitude for leading small team	Copes well with pressure and time and quality deadlines	
	Discreet and tactful with an appreciation and commitment to confidentiality		
	Confident and competent in applying well- thought through judgements and solutions for tenants	Able to competently assess risk and take appropriate action	
	Requirement to work with colleagues across area offices and head office with travel		



CONDITIONS OF SERVICE INFORMATION

June 2024

Post : PAINTER
Department : Technical Services / Maintenance

SALARY SCALES

The salary scale applicable to the post is: **£24,336.00 and rising to £29,978.00_per annum**

Progression through the scale will be performance related.

Salaries are reviewed annually in April

Provided six months' service within the grade has been completed, salary reviews are conducted annually and any applicable change to salary is normally applied on 1 April each year, subject to the pay range maximum and performance rating in post.

PROBATIONARY PERIOD

Confirmation in post will be dependent upon satisfactory completion of a six month probationary period.

ALLOWANCES

A mileage allowance is payable for staff using their own vehicles on Association business. This is paid at Inland Revenue Authorised Mileage Rates. This post may qualify for Essential Car user allowance provided the minimum mileage threshold is attained. Further details are available upon request at interview.

METHOD OF PAYMENT

Salary is paid monthly on the last Thursday of each month by direct credit transfer into the employee's bank or building society account.

PENSION

All permanent employees have access to the Scottish Housing Associations Pension Scheme. This is a Defined Contribution scheme and both Fyne Homes as your employer and you will make contributions to the scheme based on a % of your earnings. This may be varied as part of a salary sacrifice arrangement and adjusted annually. Staff can contribute as much as they would like to the scheme, Fyne Homes' contribution is limited to 12%. Further details will be available from the Business Services Director.

HOURS OF WORK

This post is contracted for a 39 hour working week – Monday to Friday.

SICKNESS ALLOWANCE

All permanent employees are entitled to an occupational sickness allowance as follows: - In any one period of 52 weeks, we will pay a sickness allowance in line with the following scale.

Continuous Service At the date sickness starts	Entitlement	
	Full Pay	Half Pay
1 – 2 years	9 weeks	9 weeks
2 – 3 years	18 weeks	18 weeks
3 – 5 years	22 weeks	22 weeks
over 5 years	26 weeks	26 weeks

LEAVE

The leave year runs from 1 April to 31 March. The annual leave entitlement for full-time staff is 40 working days of which 15 days are fixed by the Association.

NOTICE PERIODS (after successful completion of probationary period)

By the Employee :	4 weeks
By the Association :	
continuous employment under 4 years	4 weeks
continuous employment over 4 years	4 weeks plus 1 week for each complete year of service after the first 4 up to a maximum of 12.

OUTSIDE WORK

Outside work on any matter connected with official duties is not permitted. Prior permission must be obtained from the Association before any outside work is undertaken.

SMOKING

A no smoking policy (including vaping and electronic cigarettes) is observed at the Association's offices and in transport associated with Fyne Homes.

INTERVIEW EXPENSES

Where applicants are required to travel to attend interview, the Association will reimburse reasonable travel incurred. All expense claims other than car mileage must be supported by receipts.

No expenses will be paid where an applicant withdraws or refuses an offer of employment.

Fyne Homes Competence Framework

Behaviour Definition	ALL STAFF		MANAGERS		DIRECTORS and SENIOR MANAGEMENT	
	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required
<p>TEAMWORK</p> <p>This competency implies the intention of working co-operatively with others, to be part of a team, to work together as opposed to working separately or competitively. It requires the creation and maintenance of genuine, positive, professional and trusting working relationships with colleagues and clients. At all levels it means working as a team, supporting others, sharing information and building positive relationships both within Fyne Homes and with external clients.</p>	<ul style="list-style-type: none"> Is always approachable and builds rapport with colleagues. Considers the team's objectives before their own personal objectives. Is open to feedback and accepts it positively. Offers constructive feedback in a way, which makes it acceptable to others. Rises above personal team conflicts in order to achieve team goals. Makes time to support their colleagues. Is always willing to 'roll up their sleeves' and help colleagues. Is keen to learn from others and to help others learn. 	<ul style="list-style-type: none"> Is reluctant to help colleagues and has difficulty relating to colleagues. Puts own objectives before team objectives. Fails to support other team members. Has a defensive attitude and is reluctant to accept feedback. Allows personal conflicts to get in the way of team goals. Does not consult with colleagues. Refuses to do any task which they view as outwith their remit. Is only concerned with their own development 	<ul style="list-style-type: none"> Actively involve and manage team members and colleagues to deliver business outcomes through team working Be prepared to share resources to allow higher priority projects or work to proceed. Includes whole team in decision making process for team objectives Understand and demonstrates empathy with colleagues' issues from other areas of the organisation and offers constructive assistance when required. Always puts the team's objectives before their own. Makes time to support other team members. Seeks the views of their colleagues. Identifies colleagues best suited to a task and delegates accordingly. 	<ul style="list-style-type: none"> Does not focus on team working. Is disinterested in colleagues' priorities. Has hidden agendas. Withholds knowledge, expertise and ideas from colleagues. Doesn't see things from colleagues' perspectives. Puts own objectives before the team's objectives. Is abrupt and impatient when asked for help? Does not consult with colleagues. Delegates to the same people all of the time. 	<ul style="list-style-type: none"> Builds productive relationships with people across and outside the organisation Gives constructive feedback, asks for and visibly acts on honest feedback Gets to know individuals and their aspirations Listens and takes account of others views Readily shares ideas and information with others Actively seeks opportunities to improve delivery to the customer and raise business performance Takes a 'whole FH' view when identifying own priorities and plans: gives priority to benefits for whole business over 'quick wins' for own area Commits resource from own area to support wider projects and initiatives Considers other Execs and harnesses views across the business to achieve objectives and share outcomes 	<ul style="list-style-type: none"> Blames others Ignores people's concerns – makes them feel unimportant Takes sole credit for achieving results Shows impatience with colleagues: criticizes others. Focuses on own 'patch' without thinking of the greater good. Sees self as better than others: fails to respect the contribution of others. Withholds information from colleagues, which could benefit the business. Does not build trust or credibility. Sees that working together with colleagues could benefit the customer but chooses not to. Is inflexible when working with colleagues: hears what they say but sticks to a position or pre-determined course of action.

Behaviour Definition	ALL STAFF		MANAGERS		DIRECTORS and SENIOR MANAGEMENT	
	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required
<p>TAKES OWNERSHIP</p> <p>This is about acting in a way that is consistent with what one says or values and the expectations of Fyne Homes. It requires a demonstration of commitment to openness and ethical values such as honesty, honour and reliability. It includes being transparent and truthful whilst engaging with all people.</p>	<ul style="list-style-type: none"> Accepts personal responsibility for own actions Maintains commitments and completes undertakings Accepts and learns from their mistakes. Takes ownership of any issues/problems highlighted by customer and if at all possible ensures they are resolved Takes a “get it right first time attitude” to everything 	<ul style="list-style-type: none"> Passes responsibility to others inappropriately Lets people down by not maintaining commitments Does not respect confidentiality Passes the buck Lets someone else solve the problem “It’s not my problem” 	<ul style="list-style-type: none"> Implements plans that support a culture which encourages diversity and eliminates discrimination Encourages mutual respect throughout team Is able to quickly evaluate situations, foresee problems and take corrective action. Takes responsibility for performance weaknesses in themselves and their team and works to build competency. Delegates to others while retaining overall responsibility for delivery. 	<ul style="list-style-type: none"> Does not keep confidential information to self Displays bullying competence towards own staff Takes no responsibility for forward planning and identification and management of risks. Does not take responsibility for own development 	<ul style="list-style-type: none"> Creates an environment where personal integrity, honesty and accountability are embedded in all activities Promotes and enforces business rules and good practice when incurring expenditure, and when managing business relationships and risks Treats all stakeholders with fairness, dignity and respect 	<ul style="list-style-type: none"> Allows a culture of distrust and disrespect to thrive Does not listen to or take account of colleagues views Looks after themselves at the expense of their team/team members Blames others Gets defensive when given constructive criticism

Behaviour Definition	ALL STAFF		MANAGERS		DIRECTORS and SENIOR MANAGEMENT	
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COMMUNICATIONS	<ul style="list-style-type: none"> Communication is accurate and easy to 	<ul style="list-style-type: none"> Communication is inaccurate or misleading. 	<ul style="list-style-type: none"> Communication is timely, accurate and understood 	<ul style="list-style-type: none"> Communication is inaccurate or misleading. 	<ul style="list-style-type: none"> Communicates ideas clearly and persuasively, and with 	<ul style="list-style-type: none"> Writes rather than speaks.

<p>Being able to communicate in the work environment is essential. This competence reflects the ability to influence and communicate with others both within and beyond Fyne Homes, including individuals, groups, external bodies or markets to gain buy-in or co-operation. It includes speaking up for what you believe is best for the business. Outstanding performers not only ensure that the formal presentation is impressive and the business logic lucid and unassailable, but also lobby, use third parties, find sponsors and champions, actively network and think through the approaches that are most likely to succeed in positioning their objective as well as Fyne Homes position.</p>	<p>understand by the receiver.</p> <ul style="list-style-type: none"> • Communication is concise. • Communication is grammatically correct. • Actively listens to clarify questions and issues. • Uses questions to check understanding. • Avoids using jargon when explaining technical issues. • Provides explanation when the use of jargon is unavoidable. • Adapts their language to the needs of the listener. • Issues are raised in a sensitive way without causing offences. • Applies the organisation's policy on confidentiality of information • Communicate positive body language and vocal cues • Communicates the correct attitude 	<ul style="list-style-type: none"> • Communication is rambling or long-winded. • Grammar is used incorrectly. • Does not pick up key points. • Uses jargon unnecessarily and without explanation. • Is tactless when raising issues. • Uses the same approach regardless of the audience. • Does not comply with the Organisation's policy on confidentiality of information • Concentrates only on the words you speak not the body language or vocal cues • Comes across as being negative, unhelpful, uncaring etc 	<p>immediately by the receiver.</p> <ul style="list-style-type: none"> • Adapts the content, style, message and tone of a meeting, presentation or discussion to fit the audience or situation. • Communication is concise and in context. • Communicates potentially unpopular messages in an unambiguous way. • Gains colleagues' commitment and support for recommendations. • Explains complex issues simply. • Communicates regularly with colleagues and external agencies, to ensure information is exchanged effectively. • Applies the Organisation's policy on confidentiality of information 	<ul style="list-style-type: none"> • Shows no consideration for others, and no concern for how what they say can impact others. • Communication is rambling or long-winded and grammar used incorrectly. • Fudges the issue. • Colleagues are not persuaded to act on recommendations. • Does not ensure complex issues are understood. • Does not comply with the Organisation's policy on confidentiality of information. • Rarely communicates with colleagues, keeping relevant information to themselves 	<p>an appropriate degree of assertiveness.</p> <ul style="list-style-type: none"> • Gives objective advice based on sound evidence and analysis. • Adapts the content, style, message and tone of a meeting, presentation or discussion to fit the audience or situation. • Thinks about the implications of actions taken and how they may impact on the image of Fyne Homes internally and externally e.g. in the marketplace, the press. • Makes complex ideas, issues and observations clear, understandable and attainable. • Builds internal and external support for ideas to ensure buy-in & ownership. Gets stakeholders on side. • Uses external networks to position the business favourably. • Uses influencing approaches to impact strategically 	<ul style="list-style-type: none"> • Doesn't listen to and talks over others, determined to make their point irrespective of its relevance. • Shows no consideration for others, and no concern for how what they say can impact others. • Relies on positional power or status to influence others. • Displays arrogance. • Concentrates on the negative in their communication. • Keeps repeating same facts even when an impasse is reached.
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<p>CUSTOMER SERVICE</p> <p>We are committed to excellent customer service through the provision of high quality, reliable services in which our clients come first. We are committed to listening to them and responding to their needs accurately, promptly and fully. We will act on feedback to improve the services they receive. We will deliver on promises and do what we say we will. We will set and publicise our aims, objectives and targets, whilst making the best use of resources.</p>	<ul style="list-style-type: none"> • Always puts clients first. • Establishes friendly but business-like relationships with clients. • Displays a positive impression of their team and Fyne Homes by being helpful at all times. • Displays an understanding of client's needs and expectations. • Promises made to clients can always be delivered. • Ensures clients are informed and updated on progress. • Remains patient and calm even when dealing with difficult calls or face-to-face situations. • Value their internal clients as well as external clients. 	<ul style="list-style-type: none"> • Does not regard clients as their highest priority. • Does not attempt to build rapport with clients. • Only does the minimum required of them. • Does not try to see things from the client's perspective. • Fails to deliver on promises. • Keeps clients in the dark on progress. • Is disrespectful and impatient when dealing with difficult call or face-to-face situations. • Is unhelpful to internal clients. 	<ul style="list-style-type: none"> • Always puts the client first. • Encourages clients to raise issues and provide feedback. • Uses feedback from clients to identify and resolve problems with our service provision. • Shifts resources as priorities change. • Organises the work to deliver to time, budget and agreed quality standards. • Takes personal responsibility for ensuring client needs are met. • Promises made to clients are achievable. • Establishes a wide network of client contacts and identifies key individuals and groups with whom to build relationships. • Creates a positive impression of their team and Fyne Homes by exceeding client's expectations. 	<ul style="list-style-type: none"> • Does not regard clients as their highest priority. • Fails to encourage clients to raise issues and problems. • Pays little or no attention to client feedback. • Misses deadlines and fails to monitor or meet business targets. • Does not accept responsibilities for ensuring clients' needs are met. • Makes promises that can't be met. • Focuses on a narrow range of client contacts, and is unaware of the key individuals and groups with whom to build relationships. • Does not meet client expectations. 	<ul style="list-style-type: none"> • Looks forward and learns from own and others' experiences • Agrees clear responsibilities and objectives to deliver results • Assimilates and makes sense of complex or conflicting data and different perspectives • Homes in on key issues and principles • Anticipates and manages risks and consequences • Puts clients first • Shifts resources as priorities change • Organises the work to deliver to time, budget and agreed quality standards • Outcome focussed • Delivers on time 	<ul style="list-style-type: none"> • Gets involved in areas/decisions they don't need to • Commits to deliver regardless of impact on team and self • Focuses on the process rather than getting results • Avoids dealing with difficult problems • Continually fire fighting • Does not manage risks • Gets bogged down in excessive detail • Always abides by the rules even when it is not working • Easily distracted from the course of action • Misses deadlines and fails to monitor or meet business targets
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	ALL STAFF	MANAGERS	DIRECTORS and SENIOR MANAGEMENT
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Behaviour Definition	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required
<p>ADAPTATION TO CHANGE</p> <p>Fyne Homes works in a changing environment and has to embrace these changes. In order for the Association to be successful, individuals will need to actively support change, be as flexible and adaptable as possible, pre-empting change where required, adopt change as a positive thing, and be creative, innovative and resourceful. Leaders as well as demonstrating all of these must be able to actively encourage all of these behaviours in others and lead others through change.</p>	<ul style="list-style-type: none"> • Sees change as a positive thing and an opportunity • Actively supports change to colleagues • Shows flexibility and adaptability when trying out any new system or process • Proactively looks at continuous improvement, suggesting better and more efficient ways of doing things. • Shows commitment to the long term goals of the Association 	<ul style="list-style-type: none"> • Sees change as a negative thing • Demotivates colleagues by portraying a negative attitude towards change and openly discussing issues in a negative way • Shows no or little flexibility or adaptability to anything new; digs their heels in, creating barriers, to prevent the new system from working. • Sits back and focuses on the present discouraging anything new • Waits for others to come up with new ideas 	<ul style="list-style-type: none"> • Promotes change as an on-going process • Sees the implications and benefits of change • Enthuses the team with a positive attitude to change • Drives change within own area of influence • Encourages the team to propose new and innovative ideas • Identifies and implements service improvements • Challenges change constructively where appropriate and offers alternative solutions • Breaks down resistance to change 	<ul style="list-style-type: none"> • Fails to embrace continual change • Views change as having a negative impact • Demotivates the team by having a negative attitude to change • Does not actively seek new ideas from team members • Does not seek ways to improve service • Challenges negatively without offering alternatives and solutions • Fails to deal with teams and others concerns around change 	<ul style="list-style-type: none"> • Finds new ways of looking at issues – challenges the status quo • Seeks new or different ideas and opportunities to learn • Promotes a culture that actively encourages experimentation, creative and innovative ideas in others, and tries innovative ways of working • Adapts quickly and flexibly to change • Takes a long term view when introducing change and communicates a compelling view of the future • Initiates change to make things happen • Makes change work by starting new projects themselves 	<ul style="list-style-type: none"> • Accepts the status quo • Sticks to out-dated methods • Reluctant to change • Leaves individuals uncertain about what is happening. • Does not obtain buy-in or support; fails to bring others along with them. • Abdicates rather than delegates. • Gives the team total freedom to be creative and innovative but gives no guidance. • Is openly pessimistic about changes or corporate initiatives.



FYNE HOMES

HOW WE USE YOUR PERSONAL INFORMATION

We, Fyne Homes, are the controller of the personal information that we hold about you. This means that we are legally responsible for how we hold and use personal information about you. It also means that we are required to comply with data protection laws when holding and using your personal information. This includes providing you with the details contained within this statement of how we hold and use your personal information, who we may share it with and your rights in relation to your personal information.

We have appointed a Data Protection Officer (DPO), Daradjeet Jagpal, who ensures that we comply with data protection laws. If you have any questions about this statement or how we hold or use your personal information, please contact the DPO by: e-mail at fynedpo@infolawsolutions.co.uk; telephone on 07848 171 635; or writing to: The Data Protection Officer, 81 Victoria Street, Rothesay, Isle of Bute, PA20 0AP.

You can also contact us by: e-mail at postmaster@fynehomes.co.uk; telephone on 0345 607 7117; or writing to: Fyne Homes, 81 Victoria Street, Rothesay, Isle of Bute, PA20 0AP.

Your attention is particularly drawn to section 3 of this statement, which confirms that you consent to your personal information and sensitive personal information being held and used by us as described in section 2 of this statement.

1. What personal information do we hold and use about you?

While we anonymise applications for employment prior to assessment, we may need to hold and use the personal information that you provide to us as part of your application and / or other personal information that we may obtain about you from you (for example, during an interview) and from third parties (including referees). This includes your:

- name;
- contact information;
- age;
- gender;
- identification documentation, such as your passport and / or driving licence;
- employment history and experience, including job titles, duties, salaries and skills gained;
- education, qualifications, training courses completed and professional memberships held (including copies of certificates);
- responses to questions in the application form which allow us to compare your experience, skills and knowledge with our requirements;
- relationship (if any) to our staff, Committee members, suppliers, consultants or contractors;

- hobbies and interests;
- referees' names, contact details and job titles;
- nationality and immigration status and right to work in the UK (including relevant supporting documentation);
- sensitive personal information about your racial or ethnic origin, sexual orientation, your physical and / or mental health, religious or other similar beliefs and / or political opinions (where you choose to share this with us as part of your application); and
- criminal records information, including Disclosure Scotland and / or Protecting Vulnerable Groups scheme checks (if relevant to the position that you are applying for).

The law requires you to provide certain of the above personal information to allow us to verify your right to work in the UK and to assess your suitability for the position applied for. If you do not provide us with this personal information, we may not be able to process your application successfully and / or take it further.

2. Why do we hold and use this personal information about you?

We hold and use this personal information to:

- carry out the recruitment process and assess your application for employment;
- verify the qualifications information provided by you;
- verify the criminal records information provided by you;
- carry out right to work and other statutory background checks;
- shortlist for and arrange an interview with you (if applicable);
- comply with legal requirements when arranging an interview with you (if applicable);
- comply with our equal opportunity monitoring obligations;
- communicate with and inform you of the outcome of the recruitment process;
- obtain references about you from your referees (if applicable); and
- protect and defend our legal rights in the case of a dispute between us.

3. What is our legal basis for holding and using your personal information?

Data protection laws require us to have a legal reason for holding and using your personal information. Our legal reasons for holding and using your personal information include:

- complying with the laws that apply to us, such as to check your eligibility to work in the UK and to make appropriate adjustments to comply with disability discrimination and accessibility laws when arranging an interview with you (if applicable);
- taking steps to enter into an employment contract with you, if your application is successful; and
- protecting our legitimate interests – in the highly unlikely event that we do not have another legal reason, we may have a legitimate interest in handling and using your personal information. In those circumstances, we will always consider your legitimate interests in the protection of your personal information, and will balance those against our own legitimate interests in handling and using your personal information for the purposes described in section 2 of this statement.

In very limited circumstances, we may rely on your consent as the legal reason. By providing us with your personal information and sensitive personal information (including your racial or ethnic origin, sexual orientation, your physical and / or mental health, religious or other similar beliefs and / or political opinions) and the personal information and sensitive personal information of other individuals (including your referees), you:

- consent to it being used by us as described in section 2 of this statement; and
- confirm that you have informed the other individuals if they are of 12 years old and above of the content of this statement and they have provided their consent to their personal information and sensitive personal information being used by us as described in section 2 of this statement.

You and the individuals have the right to withdraw your consent to us holding and using your and their personal information and sensitive personal information by contacting us. Once you / they have withdrawn your / their consent, we will no longer use your / their personal information and sensitive personal information for the purpose(s) set out in section 2 of this statement, which you originally agreed to, unless we have another legal reason for doing so.

4. Who do we share your personal information with?

We may share your personal information with the following organisations for the purposes described in section 2 of this statement:

- our consultants, advisers and IT service providers;
- our solicitors;
- your referees; and
- Disclosure Scotland.

5. How long do we keep your personal information?

We keep the personal information that we obtain about you during the recruitment process for no longer than we need to meet any legal, accounting, reporting or regulatory requirements.

We keep recruitment information (including interview notes) for 12 months after the recruitment process has been completed. We will only keep recruitment information for longer than this if your application for employment is successful (we will only keep the recruitment information that is relevant to your employment).

We may also retain your personal information if you indicate to us that you wish us to do so in case a further similar opportunity arises in the future.

More information is contained in our data retention policy, which is available by contacting our DPO.

6. What rights do you have in relation to your personal information that we hold and use?

It is important that the personal information that we hold about you is accurate and current. Please keep us informed of any changes. Under certain circumstances, the law gives you the right to request:

- A copy of your personal information and to check that we are holding and using it in accordance with legal requirements.
- Correction of any incomplete or inaccurate personal information that we hold about you.
- Deletion of your personal information where there is no good reason for us continuing to hold and use it. You also have the right to ask us to do this where you object to us holding and using your personal information (details below).

- Temporarily suspend the use of your personal information, for example, if you want us to check that it is correct or the reason for processing it or to stop us from using your personal information altogether if we have committed a breach of data protection laws.
- The transfer of your personal information to another organisation, for example, the transfer of your training record to a future employer.

You can also object to us holding and using your personal information where our legal reason is a legitimate interest (either our legitimate interests or those of a third party).

Please contact our DPO if you wish to make any of the above requests. When you make a request, we may ask you for specific information to help us confirm your identity for security reasons. You will not need to pay a fee when you make any of the above requests, but we may charge a reasonable fee or refuse to comply if your request for access is clearly unfounded or excessive.

7. Feedback and complaints

We welcome your feedback on how we hold and use your personal information, and this can be sent to our DPO.

You have the right to make a complaint to the Information Commissioner, the UK regulator for data protection, about how we hold and use your personal information. The ICO's contact details are as follows:

Telephone: 0303 123 1113

Website: <https://ico.org.uk/concerns/>

If you would like to receive this statement in alternative format, for example, audio, large print or braille, please contact us.

8. Updates to this statement

We may update this statement at any time, and we will provide you with an updated version when required to do so by law.

Last updated: May 2018