



ELMA

FREQUENTLY ASKED QUESTIONS

WHEN DO I NEED TO DO ELMA'S?

As a guide, line managers should aim to sit down with their team member to complete an ELMA 4 times a year, but as a minimum every 6 months. For this initial rollout of ELMA we are asking that all team members have received an ELMA by the 1st December 2021.

HOW DO I KEEP TRACK OF HOW MANY ELMA'S MY TEAM OR PROPERTY HAS COMPLETED?

As part of the line manager's pack there is an ELMA tracker document to plan when ELMA conversations are due to take place and record when they have been completed. Please make sure you keep this up to date so you can easily see how many ELMA's conversations have taken place recently.

WHO NEEDS AN ELMA?

For all permanent, zero hours and fixed term team members we ask you to complete an ELMA conversation at least twice a year. For all temporary agency workers (ie. agency chefs, indeed flex) we ask you to have regular conversations with these individuals to help them focus on what they need to deliver during our time with us which is outside of the ELMA process.

IF MY TEAM MEMBER HASN'T HAD GOALS OR OBJECTIVES PREVIOUSLY, DO I STILL NEED TO RATE HOW THEY ARE GETTING ON AT THEIR FIRST ELMA?

We are asking that before 1st December, the ELMA conversation is about setting goals and giving clarity of expectation. At this point, we are not asking you to rate their performance overall. However, we do expect that feedback about the principles and performance is shared with the team member.

AT THE END OF THE ELMA WHAT DOCUMENTS DO I KEEP AND WHAT DO I GIVE TO MY TEAM MEMBER?

When you have finished the ELMA, the line manager keeps hold of the team member preparation and line managers booklet and stores them in either the employee file or on a secure property drive on a PC. The team member should be given the postcard with a copy of their goals on and encouraged to scan the QR code to fill in the ELMA... My views survey.

MY TEAM MEMBER IS OFF SICK OR ON MATERNITY, DO I STILL NEED TO DO THEIR ELMA?

You should complete their ELMA once your team member has returned to work

I HAVE A NEW STARTER, WHEN DO I NEED TO DO THEIR ELMA?

You should sit down to do an ELMA with your team member shortly after they have completed their probation to talk about their performance to date and set them some goals.

MY TEAM MEMBER HAS DISCLOSED TO ME SOMETHING IM NOT COMFORTABLE DISCUSSING I.E PERSONAL/ HEALTH ISSUES, WHAT DO I NEED TO DO WITH THIS INFORMATION?

Thank your team member for sharing, reassure them, make sure you listen to what they say and make a note of any key details. Seek further guidance from your General Manager or People Partner.

WHERE DO I GO IF I NEED HELP?

Your line manager or General Manager
The Hub – where you will find a range of ELMA help and important information
Workplace