



Consolidated FAQs September 2023

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1. Policy Application

1.1. What process do we need to adopt with temp to perm agency Placemakers, conscious that the transition to perm is set at 13 weeks but we don't always hit that target and if the agency hasn't adopted ISS WOW principles we could be caught out - thanks.

The Working Practices Policy applies to both temporary and permanent hourly workers regardless of whether they are agency or employed by ISS directly. It is important that the Working practices policy is embedded as a way of working including with respect to our temporary/agency staff.

1.2. We have no hourly / fortnightly paid staff, as all of our engineers and admin' staff are salaried, we have the required elements in place mentioned in the policy, and have done so for a number of years, but as the presentation showed this is mainly aimed at our hourly paid colleagues, my query is will there be an updated presentation of the working practices policy for the salaried staff element?

The Working Practices policy applies to all hourly workers across ISS UK. This includes those that are fortnightly and monthly paid. It also includes those who have their pay adjusted due to seasonal working patterns.

There isn't a requirement to create a Working Practices policy for salaried Placemakers, however if you have any concerns that salaried staff are being asked to work in a way which may cause a risk of paying them below the NMW, you must raise this with your P&C representative who can advise further.

1.3. I don't think that my staff on site have a full understanding of the Working Practices Policy, how can we help with this?

A wealth of resources and materials have been created to support this understanding including the e-learning module to classroom training sessions and questionnaires. In addition to this, a Working Practices awareness week has been scheduled 9th of October where even more content will be supplied, If you require additional support for any reason, please speak to your Key Account Manager, Managing Director or P&C representative to support you further.



2. Overtime

2.1. What is the guidance in terms of how early or late is acceptable? Policy states "Employees should not clock in or sign in before their shift start time".

Employees are expected to be punctual and report for work at the scheduled shift start time. To allow us to track working time as accurately as we can, wherever possible, employees should not clock in or sign in before their shift start time, unless this is because they need to carry out work-related tasks which have been approved by their line manager as overtime for which payment will be made.

2.2. If a worker informs you or you are aware after the event that they have started work early or continued working after the end of their shift (for any period of time), this should be paid as overtime. This should only occur in exceptional cases where pre-approval was not possible, and workers should be reminded that they must always seek pre-approval whenever possible.

Where an employee clocks in up to 15 minutes before or 10 minutes after their scheduled shift time, but this does not relate to additional working time, there is no need for managers to take action, as this is dealt with automatically through system rules, which means that the system assumes this is not working time unless told otherwise. Outside of these parameters, a line manager will need to review and arbitrate and where appropriate, make an overtime payment.

The golden rule is that employees must be paid for all time spent working.

2.3. Some staff members start early as they are stuck in their ways, they like the routine and enjoy starting early, how do we deal with this?

See Answer to Question 1. Employees should not start work early unless there are exceptional circumstances or it is preapproved as overtime in a particular instance, so you should instruct the employee not to start work early and to clock in as close to their shift time as possible, or if appropriate you can change the shift time to reflect when they actually work. If employees continue to start work early after they have been instructed not to, we will need to investigate this further.

2.4. I need some clarification around the non-payment of overtime - is there a threshold that it wouldn't be paid or if someone does 1 minute over their contracted hours should it be approved on T&A?

See Answer to Question 1. There is no threshold.



2.5. If the clocking in machine is 15 mins walk from their place of work – should they be paid for the walking time?

Yes, the time between clocking in and arriving at their place of work is paid time and should be factored into their shift. For example, if they need to arrive at a ward at 7.00am, their shift should start at 6.45am at the clocking in machine. If you are aware of instances where this may not be the case, please urgently raise with your Key Account Manager.

2.6. There are instances where staff will work overtime without prior approval due to nature of the task needing completing. and stay to complete this- which we appreciate but the risk is that they do not inform anyone, and they will only be paid for the hours they should have worked as we were not aware to amend their working hours to adjust for the OT. How should I manage this?

Whilst it is important that any overtime is approved prior to the work being undertaken, we understand that this isn't always possible. However, it is very important that all employees' clock in and out when they start and finish work, therefore any additional time above their normal work time is captured. This additional time is paid time and managers must review any additional overtime with the worker to ensure the working policy is applied correctly. Workers must also be encouraged to raise any instances of additional working time with you to minimise the risk that the manager does not know about additional working time.

If the worker had already clocked out, this must be raised with the line or duty manager as soon as possible in order to rectify.

2.7. If a client asks one of my team to stay back after their shift to clean up an urgent mess, and they can't get approval from me in time, is this still paid overtime?

This request would need to be treated as overtime. See Answer to Question 5.

2.8. If a Customer asks anyone in my team to come in early as a "favour" to get a room ready for a meeting – is that overtime?

This request would need to be treated as overtime and the Placemaker should be asked to clock in before they start the work.

See Answer to Question 5.

2.9. If a Placemaker is asked to wait outside a branch whilst cashing up finishes before they can go in and start work – should they be paid for this time?

If Placemakers are delayed in starting work due to circumstances outside of their control, they should inform you as soon as they are able. This would be treated as overtime. See Answer to Question 5.



2.10. The changes in payslips mean our placemakers no longer having direct access. This has resulted in people having to attend site outside of their working hours to resolve payroll queries. This in essence should be paid but no formal guidance has been sent out around this?

The responsibility of dealing with payroll queries sits with the Line Manager or supervisor. Please ensure Placemakers are told to raise any payroll queries in normal working time.

2.11. I have engineers in my team who are often on escalations out of hours for which they do not get paid and one escalation can take up to hour to resolve, how does the Working Practices Policy apply to this?

The Working Practices Policy applies to hourly workers only. If the engineers are hourly workers, they must contact you to approve any overtime before the work is completed. If they are unable to contact you to gain approval but the Customer is specific in their request, the Engineer may complete the work and this would still be paid time. Following the work, Line Managers are then required to investigate the situation, to align to the approval approach going forward.

If the engineers are not hourly workers, the Working Practices Policy does not apply. If you are unsure, please speak to your KAM or Managing Director

3. Uniforms and Changing Time

3.1. If I need my team members to wear black shoes, is this uniform? If I need my team to wear "light coloured clothing", is this uniform?

If you need to be prescriptive about type and colour of work attire because of the nature of work or site requirement, this will be classed as uniform and will need to be provided by the company. Conversely, if you need to (i.e. it is a site requirement or ISS requirement and not a manager's preference) ask an employee to wear light-coloured trainers or clothing would likely not be classed as uniform because it gives an element of choice but requesting 'black' shoes, would be considered uniform.

If a role does not require a specific uniform, employees must adhere to professional business wear guidance set out in our dress code policy. Keeping a smart and professional appearance tells everyone around us that we're proud of who we are and what we do.

3.2. Are we expected to accept any colour/style even if deemed inappropriate for the working environment or is the company guidance to provide shoes for everyone?

See Answer to Question 1.



3.3. We provide a couple of styles of safety shoes to our Placemakers to wear, however they find them uncomfortable and they therefore chose to purchase their own. These costs are not refunded as we do offer safety shoes to them at the start of their employment. There should be more choice in safety shoes for our Placemakers as they would like them to be lighter and different styles, can we look at expanding the range available?

Placemakers are required to wear the safety shoes purchased for them. If there are exceptional cases whereby shoes may be causing discomfort, you should escalate this to your Line Manager and Key Account Manager.

3.4. We have Placemakers that arrive on site an hour early and then change and wait in the rest room for their shift to start. Do we need to pay them for that hour?

If there are facilities at their workplace that they wish to take advantage of outside of working time, they should still clock or sign in as close to the shift start time as possible.

If they are required to change into and out of a specific uniform and/or PPE at work, e.g. due to hygiene, health and safety reasons, or to prepare equipment to undertake their work, this must take place during paid working time, at the start and/or end of a shift.

3.5. If I am required to wear a uniform at work, can I get changed at home?

Where the nature of work requires an employee to get changed into and out of uniform or PPE at work eg due to hygiene, health and safety reasons, or to prepare equipment to undertake their work, this must take place during paid working time, at the start and/or end of a shift.

If the nature of work does not require an employee to change into and out of uniform or PPE, the employee can get changed at home or at work, however this is not paid working time.

3.6. If I am required to wear a specific tabard or t-shirt, can I wear this to work?

Yes, as long as the nature of work does not require the employee to change into or out of the specific tabard or t-shirt at work due to hygiene, health and safety reasons, or to prepare equipment to undertake their work.

3.7. I am required to wear a uniform, and I want to get changed into my uniform before my shift starts. Can I do this?

See Answer to Question 5.



3.8. Policy States: "Employee to get changed into and out of uniform, this will take place during paid working time, at the start and/or end of a shift". There seems to be some confusion around this instruction only applying to catering staff. As staff are having to change at the start and end of their shift, they are losing 15 minutes at the start and another 15 minutes at the end of their shift. This is causing operational challenges as we are expecting them to do the same work with 30 minutes less. Question: What is the company guidance on this, should we be paying them in addition to their contracted hours to allow them to get changed?

The policy applies to all hourly workers and doesn't differentiate between service line, e.g. catering, cleaning.

If you're experiencing operational challenges, in instances whereby Placemakers who are required to change into and out of a specific uniform and/or PPE at work are losing 30 minutes a shift, please escalate to your Line Manager to consider what actions must be taken to address this. Changing time must take place during paid working time, at the start and/or end of a shift.

If the nature of work does not require an employee to change into and out of uniform or PPE, the employee can get changed at home or at work, however this is not paid working time.

3.9. We do not have adequate space for all catering staff to change at my contract location, how do I raise this?

Please raise this immediately with your Food Safety team / Line Manager. Arrangements must be made for employees to have adequate space to change into and out of uniform where required to take place on site.

3.10. When will the uniform changing signing sheets be implemented? I have some questions regarding the Uniform Log book that was brought in around checking team are clocking in before getting changed and visa versa. I have raised some questions about this to the food safety team, but have not received any answers?

The ISS Catering Uniform Changing logbooks were implemented across the business in September 2023 where Placemakers cook or serve food across all sites. The link to the SharePoint page regarding this process is here: [HSEQ Food Safety Update](#). If you still have further questions, please contact your line manager who will be able to seek additional support.



4. Training Time

4.1. If I choose to do some extra training from the LMS catalogue in my own time - is this working time?

All mandatory training should be done within working time. If this is not possible, this should be discussed and agreed with your line manager in advance, and agreed as overtime before you complete the training.

Should you choose to do some extra training which has not been assigned to you - this is not paid working time.

4.2. If I travel to a training course from my place of work - is this working time?

Yes, if you attend a training course offsite and travel from your place of work to the offsite location, this is considered paid time. However, if you travel from home directly to an offsite training course, it is not paid time.

4.3. What happens if it takes me a lot longer to complete the training on MyLearning than the estimated completion time?

All training should be done within working time. If this is not possible, this should be discussed and agreed with your line manager in advance, and agreed as overtime before you complete the training.

If you completed mandatory training outside of working time and it took longer than the estimated completion time, you should inform your Line Manager at the earliest opportunity to ensure the additional time is pre-approved for the overtime payment.

5. Working Practices Training

5.1. Can you please confirm it is the Working Practices- Hourly placemaker training on LMS?

Yes, the course on Mylearning is called Working Practices: Hourly Placemakers. There is also Working Practices: Awareness which is for Line Managers.

5.2. Can the training module be made a mandatory module on LMS for our hourly Placemakers rather than them having to self-assign?

Yes, our Working Practices training is automatically assigned as mandatory training on MyLearning (LMS), meaning there is no requirement for line managers to assign their team members to the module. For new joiners, the feed to MyLearning is direct from payroll on a weekly basis.

If you believe anyone has not been assigned to the training, please contact MyLearning via email: <mailto:MyLearninguk@uk.issworld.com>



5.3. If the Placemaker doesn't currently have an LMS account, how easy is it for them to set one up to do their training?

Access to the LMS is automatic when Placemakers are enrolled onto the ISS payroll system via automatic feeds to the LMS on a weekly basis.

See Answer to Question 2.

5.4. Would it be beneficial to create an Insight dashboard to measure completion rates in addition to the twice weekly reports?

Over the coming months, Working Practices Training completion rates are available on demand to P&C and MDs on the MyLearning Insights dashboard. We are also running daily reports to track completions more closely.

Going forward, all new joiner completion rates will be visible on the MyLearning Insights dashboards. If you require access to this, please speak with your Key Account Manager or MyLearning champion. If you are unsure who your MyLearning Champion is, please contact <mailto:MyLearninguk@uk.issworld.com>.

5.5. What languages will the training module be available in?

Our Working Practices Training will be available in English and six other languages (Polish, Portuguese, Romanian, Spanish, French and Hindi).

5.6. We have a diverse team here, who speak many different languages. How can we support them with these additional languages?

See Answer to Question 5.

If any of your people have further translation requirements and need support, please work with them face to face to ensure understanding of the content. You may also need to request additional translator support which you can look to source from your business unit or please raise with your People & Culture business partner.

5.7. Do we need to ensure Placemakers who are on leave - either long term sick, maternity or other reasons - complete the training?

Placemakers who are on leave and not working do not need to complete the training whilst they are on leave. When/if they return to work, they must then complete the training as soon as possible. Each week data is updated into MyLearning from payroll so if their details are updated, they will automatically be provided the training and the line manager will receive an email notification.



5.8. How do we deliver the training if some Placemakers do not have LMS and are on contracts that are evening shifts etc?

This question should have been addressed by now, however if not:-

Placemakers can access the training on any device through any browser using the URL/Link/QR code. If you don't have individual, easy access to a device your team can use, please speak to your Line Manager/Key Account Manager who may be able to source something for you. (We strongly advise using Google Chrome browser to access the system, ensuring that your browser is updated to the latest version before accessing MyLearning.)

If no devices can be made available, Line Managers and/or sites are able to provide face to face training. This can be made available by speaking with your Key Account Manager to access the appropriate materials.

5.9. If WP training is done by an alternative to the LMS module, is there something we need to do to ensure compliance is recorded?

The mandatory training module on the LMS is the primary and preferred way our people should complete their training, as this is the best way that we can evidence that the course has been completed. This could be individually or if a site can support hubs where devices are made available. An offline version is available, including facilitator scripts, declarations and instructions for MyLearning upload where needed. Please contact your Key Account Manager for access.

6. New Joiners

6.1. Will new joiners be automatically assigned the Working Practices training course going forward?

Yes, when hourly worker placemakers are in the payroll system, an automated feed goes to LMS on a weekly basis to add new joiners and remove leavers. Line Managers will receive a notification email as new joiners are assigned.

6.2. What is expected of line managers when new hourly worker Placemakers start?

On day/week one it is important when completing any other work or HSE briefings to include Working Practices. This could include completion of any training on the LMS, a hardcopy of the policy and any specific information related to the site and role for the individual. You can use any of the information provided on the [Working Practices SharePoint site](#) to support with this.

6.3. Is there a way we can automatically send information to hourly worker Placemakers before they join?

Yes, a one pager will be provided to all hourly workers when they are sent the contract to raise awareness of working practices before they join. This can be found on the [Working Practices SharePoint site](#) for reference.



6.4. What if induction for new joiners is face to face and delivered centrally by the business unit?

Anyone delivering face to face induction can also use the offline / facilitator lead Working Practices training materials. It is important that if delivered offline, the training record is uploaded to the LMS to track completions.

6.5. How can we assure ourselves that new hourly workers understand the working practices?

We will continue to monitor new joiner LMS completions going forward as well as implement an audit spot check for new joiners over the coming months. This spot check will likely be contact with new joiners on their understanding, similar to the individual questionnaires.