

Performance Management of Home Shopping Pickers

GMB Response:

1. Consultation

Please can ASDA confirm whether you are engaging in genuine and meaningful consultation on the proposal to performance manage home shopping pickers according to individual pick rates?

You will be aware that introducing any change that could substantially affect colleagues' health, safety, or welfare requires meaningful consultation in 'good time'. This covers changes to procedures, ways of working, performance monitoring approaches, and systems like an individual pick rate based coaching and performance management process.

If you are engaging with us meaningfully, what time scales are you working to?

GMB Counter Proposal: Engage in meaningful consultation and agree a trial with parameters, time scales and agreed objectives.

2. Individual Pick Rates

ASDA's proposal marks a significant departure from existing policy which specifically states, ***"There should be no formal review of individual pick rates."***

The proposed policy change is a shift from pick rates being used as a 'planning and budgeting tool' as is currently the case, to the imposition of individual pick rates being used to performance manage a store colleague.

This will have a dramatic impact on colleague well-being and workplace stress.

Can ASDA confirm the rationale for moving from store pick rates to individual pick rates and can you confirm why, if a store is achieving its average, ASDA believes that individual performance management needs to take place and how this is proportionate to the negative impact it will have on colleague wellbeing?

Equally, if the store is achieving its pick rate why do 20% of colleagues need to be identified for 'coaching'?

GMB counter proposal: Only use coaching and performance management when overall store pick rate is not being achieved.

3. Discrimination

The introduction of an individual pick rate for performance management purposes has huge potential to lead to discrimination, particularly in relation to older colleagues or those with disabilities. ASDA's insistence that an arbitrary 20% of colleagues in home shopping should be being 'coached' at all times gives further rise to potential discrimination.

There is no guidance for managers in how to prevent discrimination in your documentation. If ASDA insist on having 20% of colleagues coached at all times (even if the store is achieving its pick rate) how will managers be trained to ensure they are not unfairly targeting colleagues covered under the Equality Act? What equality data will be available to them to ensure the 20% of colleagues they are coaching are not disproportionately those that are older or disabled?

Has ASDA carried out an Equalities Impact Assessment on the proposed changes?

What training have managers had on supporting reasonable adjustments?

GMB Counter Proposal: Scrap arbitrary '20% coaching' approach. Your guidance on who to select for 'coaching' is far too subjective and will likely lead to discrimination, on top of declining morale and increased stress. Use a periodic, randomised selection instead and monitor demographics.

Further discussion points and questions:

- How are store pick rates arrived at? Are they an average and do they change, for example, when there is low availability or volume drops?
- Will you introduce formal guidance into existing policy on what to do when a customer interrupts the pick?