# Example Emails to Factory Manager

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| To | Kim.Hughes@Biscuitsco.co.uk |
| From | Joe.Knot@ Biscuitsco.co.uk |
| Subject | Issue with New Security Staff - Request for Review |
| Dear Kim,  I want to bring an issue to your attention. Recently, the building’s new security guard has been repeatedly asking me questions, and I have noticed that they have been following me around during my shift. My other colleagues in the department, who are white, are not experiencing anything remotely similar to what I have. Despite my recent promotion, the security guard has approached me on several occasions and has assumed that I have no legitimate reason to be here. I’m starting to feel alienated, not just by the guard in question, but also by the company.  Best wishes,  Joe | |
| Action Choices: | |
| * Arrange a meeting with Joe to discuss his concerns. * Conduct a walk-around of the shop floor to make observations. * Consider mediation between Joe and the security guard. | |

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| To | Kim.Hughes@Biscuitsco.co.uk |
| From | Anton.Burg@Biscuitsco.co.uk |
| Subject | Urgent: PPE Non-Compliance and Theft |
| Dear Kim,  I want to bring to your attention Joe’s repeated disregard for safety protocols by failing to wear PPE on the shop floor, which is a clear breach of company health and safety regulations.  In addition, today I observed Joe taking items from the production line. This follows a similar incident yesterday, when I saw him eating a product from the new brekkie line.  Best wishes, Anton Security | |
| Action Choices: | |
| * Ask the Security Manager to review the last two days of CCTV on the shop floor for Joe and Anton. * Review the CCTV yourself. * Ask your PA to review the CCTV. * Interview Joe. * Interview Anton. * Arrange mediation for Joe and Anton. | |

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| To | Kim.Hughes@Biscuitsco.co.uk |
| From | Martin.Smyth@Biscuitsco.co.uk |
| Subject | Urgent CCTV Review Findings |
| Dear Kim,  At your request, I have reviewed the CCTV footage. I can confirm that over the last two days, Joe has either remained within the designated yellow areas where PPE is not required or has worn PPE while working on the production line.  There was, however, one incident when Clare, on the custard cream production line, called Joe to check an issue. At that moment, Joe - who was not wearing PPE - took one step out of the yellow zone to hear Clare. He later returned in full PPE to address the issue. I also observed him pick something off the line and subsequently deposit it in the line waste facility.  Regarding the brekkie line, I observed Joe with the quality control and production staff sampling products. This was initiated by quality control. I took the initiative to speak with quality control, who confirmed there are issues with the ovens, resulting in the new biscuits having a burnt undertone in flavour. I can confirm this is accurate, as quality control also asked my opinion on the taste of the biscuits. I believe Joe, together with the production and quality teams, will resolve the problem.  Additionally, I observed the new security staff member, Anton, consistently and purposefully following Joe around the factory.  Best wishes, Martin Security Manager | |
| Action Choices (select more than one): | |
| * Ask the Security Manager to terminate Anton. * Ask the Security Manager to issue Anton a written HR warning. * Ask the Security Manager to extend Anton’s probation. * Give Joe a PPE warning and add it to his HR file. * Remind all staff of PPE regulations. * Discuss PPE compliance with Joe. * Discuss quality control issues on the brekkie line. * Remind all staff of the no-consumption policy. * Review the Quality Production Boards. | |

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| To | Kim.Hughes@Biscuitsco.co.uk |
| From | Joe.Howarth@Biscuitsco.co.uk |
| Subject | Urgent: Brekkie Line Oven Issue |
| Dear Kim,  The ovens on the brekkie line are consistently overcooking the new brekkie biscuits.  I have identified the issue: the oven timers are analogue. We need digital timers to allow more precise control of temperature and speed as the biscuits pass through the ovens.  We propose purchasing and fitting six **E5CB-Q1P AC100-240 OMRON** timers.   * Cost: £141.14 each (ex VAT) * Estimated fit time: 1.5 days, including reprogramming the PLC and testing the line * Estimated production downtime: 2 days   Do we have your authorisation to proceed?  Best wishes, Joe | |
| Action Choices (select more than one): | |
| * Ask Joe to source a cheaper part. * Authorise overtime for Joe to work nights. * Authorise purchase of parts. * Authorise a 2-day production line shutdown. | |

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| To | Kim.Hughes@Biscuitsco.co.uk |
| From | Scott.Priest@Biscuitsco.co.uk |
| Subject | Urgent: Security Alert – External Document Transfer |
| Dear Kim,  Checkpoint software has consistently flagged that Kate, in Sales and Marketing, has attempted to send confidential documents to a Gmail account.  Each attempt has been blocked by Checkpoint, in accordance with IT security policy.  Best wishes, Scott IT | |
| Action Choices (select more than one): | |
| * Ask IT to share the Gmail account activity. * Ask IT to provide the flagged confidential documents. * Speak to Kate. * Issue a warning to Kate. * Dismiss Kate as a temporary employee. | |

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| To | [Kim.Hughes@Biscuitsco.co.uk](mailto:Kim.Hughes@Biscuitsco.co.uk) |
| From | [JamesPrym516@gmail.com](mailto:JamesPrym516@gmail.com) |
| Subject | Urgent: Heritage Wafer Biscuit Quality Issue |
| Dear Kim,  This is my third communication requesting an urgent meeting to discuss the change in quality of the Heritage Wafer Biscuit.  The switch from animal fats to palm oil may make the biscuits suitable for vegetarians and for Indian consumers; however, the taste is absolutely unacceptable.  I insist that we schedule a meeting to address this issue as soon as possible.  Regards, James | |
| Action Choices (select more than one): | |
| * Ask your PA to arrange a meeting. * Ask the Communications team to respond. * Ask the Marketing team to respond. * Review ingredients with the Food Technology team. * Review Heritage Wafer Biscuit customer feedback. * Review Heritage Wafer Biscuit historical sales, comparing new vs. old ingredients. | |