

## Chapter 1 : Trumpet Fingering Chart | Amro Music Memphis, TN

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We stay connected on smartphones, research everything online, talk to far-away relatives over video, check apps for directions. Courts in Ohio are exploring how to leverage these advances to better serve the public. Court staff found that the procedure often made individuals uncomfortable, and attorneys and litigants had to remain very close to hearing rooms. The judges asked the court administrators to develop a better approach that assured the privacy of the parties and was more dignified, Gorrasi said. One early thought was something like the buzzing pagers that restaurants use. Text messages alert parties that their court hearing is about to begin and provide the hearing room location. The sign-in generates an email alerting the designated magistrate that all parties have arrived, Gorrasi explains. When the magistrate is ready to begin, a text message is sent to those involved in the case, telling them which hearing room to enter. With the new hearing notifications, a person alleging domestic violence can sit in a separate location away from the atrium, and await notification by text message of the assigned hearing room. Gorrasi said individuals can ask when they sign in electronically to be personally notified of their hearing room, rather than being texted. Others, though, are no longer tied to the waiting area before hearings. In a collaborative effort, the local juvenile court, Xenia Community Schools, Ohio Department of Education, and Ohio Supreme Court are working together to develop an app for students to motivate them to show up at school. Judge Tornichio said the county has been among the top five in the state for detaining juveniles for status offenses since he joined the bench in Xenia Community Schools has struggled with truancy problems. The Ohio Department of Education reached out to the school superintendent, Gabriel Lofton, to gauge his interest in the app. He was on board. The plan is to have it ready to go for the school year. To curb truancy, an app in development for Xenia schools will offer incentives to students. The facilitator showed students examples of various incentives that might be offered through the app, and asked the students to identify specific aspects of the incentives they like and dislike. Lofton said educators today integrate technology into instruction to keep children engaged. The app will enable school officials to more readily identify issues that are inhibiting kids from attending school and to connect students to proper resources. Those barriers may be large or small, and could include transportation problems, lack of clothing, family conflicts, emotional issues, or homelessness, among others, Lofton notes. Then there are the hassles of attending a mandated court hearing “taking time off work or school, finding parking, rescheduling other commitments, and navigating a stressful, sometimes contentious, situation. In Franklin County, individuals with city tax issues or involved in certain civil disputes can avoid a formal visit to court and instead efficiently resolve many matters online. Alex Sanchez of the Franklin County Municipal Court heard at a conference about an out-of-state court using online approaches to handle traffic cases, and he saw the possible plusses for his court. The court decided to focus first on one type of civil matter “income tax cases from the city of Columbus” and launched a one-year pilot project. Information about the no-cost dispute resolution service is mailed to the parties with the court summons and complaint. Participants can type messages to each other and upload documents, day or night, at times convenient for them. They can present ideas to resolve the dispute, accept proposals, and document payment arrangements “all online. The municipal court has since expanded the service to allow online resolution of all civil disputes. Civil cases may include loan disagreements, landlord-tenant issues, consumer disputes, and neighbor conflicts. In these cases, a professional court mediator joins the negotiation space to facilitate the discussion and assist the parties through the mediation. People typically learn about the program via Google searches, but the court also spreads the word about the service on its website and to walk-ins with questions about their cases, Sanchez explains. He suspects that online mediations are less heated than some in-person mediations or court hearings because participants are at home or someplace comfortable for them. Plus, the physical distance may create an emotional distance that results in more concise and thoughtful communications, he said. During the one-year pilot, 75 percent of the tax cases resolved online were either dismissed 58 percent or resulted in an agreement

for a long-term payment plan 17 percent. Sanchez, noting that the response has been overwhelmingly positive, found that nearly 30 percent of participants accessed the system outside of traditional court business hours, and 17 percent of users lived outside of Franklin County or out of state. Medication-Assisted Treatment by Video The Ohio Supreme Court is exploring modern ways to offer medication-assisted treatment MAT to those individuals diverted by the courts for drug treatment. MAT is the dual use of medication and counseling to treat substance problems. Research shows that combining these treatments often works better than either one alone. A pilot project proposes a video option to connect those diverted by courts for drug treatment to medical-care providers. The initiative would allow patients to receive treatment through a video service that operates like Facetime. The Supreme Court has joined the effort and is setting up a pilot project to test its effectiveness when administered through the courts. Project partners hope cueing up video to connect people will overcome obstacles, such as long distances from treatment providers or difficulties attending daytime appointments, to provide treatment to those in need regardless of their location or time constraints. Has your court implemented a creative use of technology to better serve the public and administer justice? Tell us about it by emailing Kathy.

**Chapter 2 : Progress Notes - GIRP'ing for Youth - PRAXES**

*Corporate Site of ING, a global financial institution of Dutch origin, providing news, investor relations and general information about the company.*

As a result, there is probably no area of management that causes more difficulties, more friction, and more loss of time and effectiveness. Yet the line-and-staff relationships of the members of an organization must necessarily affect the operation of the enterprise. One widely held view of line and staff is that line functions are those that have a direct impact on the accomplishment of the objectives of the enterprise. On the other hand, Staff functions are those that help the line persons work most effectively in accomplishing the objectives. The people who adhere to this view almost invariably classify production and sales and sometimes finance as line functions and accounting, personnel, plant maintenance, and quality control as staff functions. An organization structure which is composed of only line executives is termed as a line organization. Imaginary structure of such an organization may be as under: An organization structure which is composed of both line executives and staff executives is termed as line and staff organization. An imaginary structure of such a type is shown below; The Nature of Line and Staff Relationships A more precise and logically valid concept of line and staff is that they are simply a matter of relationships. Line authority gives a superior a line of authority over a subordinate. It exists in all organizations as an uninterrupted scale or series of steps. Hence, The scalar principle in the organization The clearer the line of authority from the ultimate management position in an enterprise to every subordinate position is, the clearer will be the responsibility for decision-making and the more effective will be organization communication. In many large enterprises, the steps are long and complex; but even in the smallest; the very fact of organization introduces the scalar principle. It, therefore, becomes apparent from the scalar principle that line authority is that relationship in which a superior exercise direct supervision over a subordinate authority relationship being in direct line or steps. The nature of the staff relationship is advisory. The function of people in a pure staff capacity is to investigate, research, and give advice to line managers. Benefits of Staff There are many advantages and benefits out of the use of staff. A few of them are: Handling complex managerial functions The necessity of having the advice of qualified staff specializes in various areas of an organization can scarcely be overemphasized, especially as operations become more and more complex. Assisting in decision-making Managers are now faced with the necessity of making decisions that require expert knowledge in matters like environmental issues, strengths, and weaknesses of the organization, so on and so forth. Relieving an over-burdened top executive Staff specialists devote their time to think, to gather data, and to analyze them on behalf of their busy superiors. It is a rare top level executive, who has the time, or will take the time, to do those things that a staff specialist can do so well. An escape clause for staff specialists Staff specialists only propose a plan; others must make the decision to adopt the plan and put it into operation. This creates an ideal situation for shifting blame for mistakes. The staff will claim that it was a good plan and that it failed because the operating manager was inefficient and ineffective. Line authority being undermined Operating line managers represent the main line of the organization and they also gain a degree of indispensability. The staff specialists may, however, forget that their value lives in the extent to which they strengthen line managers and also that they are to counsel and not to order. They need to remember that if they undermine line authority, they risk becoming expendable. As a matter of fact, if there is an expendable person in an organization, it is most likely to be the staff specialist. Impracticality of staff recommendations Since staff people do not implement what they recommend, it is possible that they may think in a vacuum, thereby making their recommendations impractical and which in their turn, often results in friction, loss of morale and sabotage. Disunity in command Unity of command is unavoidable for the management of any organization to reach its goal. So, multiple authorities, created out of the use of staff specialists, may create disastrous consequences. Complicacy in leadership and control The chief executive of a large organization may be so busy dealing with the advice and recommendations of a large number of staff specialists that he finds little time to devote for operating departments. Line authority is responsible to run the organization according to is a strategic plan.

Staff authority plays and advisory role as their job is to investigate, research, and give advice to line managers.

**Chapter 3 : Thanking Hospital Staff - Thank You Letter Examples**

*Draw the treble clef at the beginning of the staff and then draw the notes indicated. If a note can be drawn in more than one place on the staff, choose which one you want to draw. 4.*

Scheidt Ladies and Gentlemen: Each Conduit is organized as a corporation, limited liability company or business trust under the laws of a state of the United States. Each Conduit presently is excepted from the definition of investment company under the Act by virtue of Section 3 c 1 thereof, described in more detail below. Accordingly, if a Conduit in the future issues securities other than the CP Notes or other short-term paper it will limit the number of beneficial owners of such securities to no more than one hundred. The CP Notes The CP Notes have maturities at the time of issuance and on any renewal not exceeding nine months, exclusive of days of grace. The Conduits, however, have reserved the right to sell their CP Notes, either directly or through commercial paper dealers acting as their agents, to investors whom the Conduits reasonably believe to be "accredited investors" within the meaning of Rules a 1 , 2 , 3 or 7 of Regulation D under the Securities Act "Institutional Accredited Investors" , in transactions exempt from the registration requirements of the Securities Act pursuant to Section 4 2 thereof. Persons" in transactions that are not subject to registration under the Securities Act by virtue of Regulation S "Offshore Public Offering". Persons, ordinarily will sell such CP Notes to commercial paper dealers, acting as principals for their own accounts, in transactions meeting the requirements of Section 4 2 of the Securities Act, and that such commercial paper dealers will contemporaneously resell such CP Notes to U. Persons whom they reasonably believe to be QIBs in transactions meeting the requirements of Rule A. The Conduits, however, will retain the flexibility to sell their CP Notes, either directly or through commercial paper dealers acting as their agents, to U. Persons whom the Conduits reasonably believe to be Institutional Accredited Investors, in transactions meeting the requirements of Section 4 2 of the Securities Act. Similarly, if the Staff grants the "no action" relief requested in this letter, it is expected that the Conduits, to the extent they wish to offer and sell their CP Notes to persons who are not U. Persons, ordinarily will sell such CP Notes to commercial paper dealers, acting as principals for their own accounts, in transactions meeting the requirements of Rule of Regulation S or Section 4 2 of the Securities Act, and that such commercial paper dealers will contemporaneously resell such CP Notes to persons whom they reasonably believe are not U. Persons 5 in transactions meeting the requirements of Regulation S. The Conduits, however, will reserve the right to sell their CP Notes, either directly or through commercial paper dealers acting as their agents, to persons whom the Conduits reasonably believe are not U. Persons, in transactions meeting the requirements of Rule of Regulation S. Each Conduit will, either directly or through commercial paper dealers or other persons who act as its agents in connection with the placement of its CP Notes or who purchase its CP Notes in a principal capacity for resale to investors each such person who acts as agent or principal, a "Dealer" , provide each prospective CP Note investor foreign and domestic with an offering memorandum that discusses the material features of its CP Notes. Each such offering memorandum will disclose on the cover page or inside cover page thereof, in a prominent fashion, that such Conduit will not be subject to regulation under the Act. Each such offering memorandum will also set forth the restrictions on transfer of the related CP Notes, as described below. Reason for Proposed Manner of Offering of CP Notes From time to time, the discount or interest rates in respect of commercial paper may be more attractive for a borrower in foreign commercial paper markets than in the U. Therefore, each Conduit wishes to have the maximum flexibility to access foreign commercial paper markets from time to time. Each Conduit has been advised, however, that while a private offering of its CP Notes in foreign commercial paper markets conducted in accordance with Section 4 2 of the Securities Act is possible and has been done on rare occasion , it is much more difficult and burdensome to use Section 4 2 procedures offshore than it is in the U. Accordingly, the Conduits wish to have the flexibility to issue and sell their CP Notes offshore pursuant to the provisions of Regulation S. Transfers of CP Notes As noted earlier, each Conduit will, either directly or through Dealers, provide each prospective CP Note investor foreign and domestic with an offering memorandum that discusses the material features of its CP Notes, including the restrictions on transfer of the

CP Notes. These restrictions are described below. The offering memorandum relating to each issue of CP Notes that is offered and sold to non-U. Persons in reliance on Rule of Regulation S will prominently disclose - and each certificate representing such CP Notes will prominently state - that: In addition, the offering memorandum and any certificate representing such CP Notes will disclose that any transferee of such CP Notes will be deemed to have represented to the Conduit that: The offering memorandum relating to each issue of CP Notes that is offered and sold to U. Persons will prominently disclose - and each such CP Note whether in book-entry form or physical certificated form will prominently state - that: ISSUE PRESENTED Section 3 c 1 of the Act excludes from the definition of "investment company" any issuer whose outstanding securities other than "short-term paper" as defined in Section 2 a 38 of the Act are beneficially owned by not more than persons exclusive of "knowledgeable employees" as defined in Rule 3c-5 under the Act , provided the issuer is not making and does not presently propose to make a "public offering" of its securities. Section 3 c 1 is intended to except from regulation as an investment company private companies in which there is no significant public interest. Although the Staff has concluded that an offering conducted in accordance with Section 4 2 of the Securities Act will not be considered a "public offering" within the meaning of Section 3 c 1 of the Act, it has not, to our knowledge, expressly addressed the issue of whether an Offshore Public Offering by a U. Of course, if an Offshore Public Offering constitutes a "public offering" for purposes of Section 3 c 1 , an issuer that wishes to rely on Section 3 c 1 may not engage in such an offering. For the reasons set forth below, we do not believe that the public interest is served by requiring the Conduits to register under the Act if they offer and sell CP Notes in Offshore Public Offerings in compliance with the provisions of Regulation S. Put another way, we believe a Conduit should be permitted to conduct an Onshore Private Offering simultaneously with an Offshore Public Offering without registering as an investment company under the Act. As discussed more fully below, we are aware that, although the Commission traditionally has taken the position that the registration requirements of Section 5 of the Securities Act are primarily intended to protect United States investors, it has also traditionally drawn a distinction between offshore sales of securities issued by non-investment company issuers, on the one hand, and investment company issuers, on the other hand. Accordingly, the Commission reaffirmed its policy of not taking enforcement action against domestic issuers for failure to register securities distributed outside the territory of the United States to foreign nationals only -- even though the means or instrumentalities of "interstate commerce" may have been involved in the offering -- so long as the distribution was effected in a manner designed to result in the securities coming to rest outside the United States. In Securities Act Release No. In the former case, applying the registration requirements of the Securities Act was both "logical and appropriate," for two principal reasons. First, as registered open-end investment companies are continually "in registration" under the Securities Act, requiring registration of their offshore sales would not impose a significant additional burden on them. Second, open-end investment company shares were vigorously merchandized abroad to large numbers of small investors from the public at large, unlike securities of typical industrial or operating companies. In Securities Act Release June 10, , the Commission, in proposing Regulation S, reaffirmed the "historical distinction" between offshore public offerings of investment company and non-investment company shares, and concluded that the "safe harbor" contemplated to be provided by the new regulation should not be made available to investment companies required to register under the Act. Building on the general principles articulated in Release , the Commission refined the rationale for its continuing adherence to the "historical distinction: Generally, under applicable Commission rules and forms, a registered investment company will file one registration statement to satisfy both the Act and Securities Act registration requirements, and will provide investors with a prospectus that includes information about matters subject to substantive regulation under the Act. Requiring registration under the Securities Act for offers and sales of securities of such companies effectuates the policies of the Act, by ensuring that prospective investors receive this information. In addition, it may be reasonable to assume that investors would expect the activities of a U. Investment companies organized in the United States and directed to foreign investors typically invest in the securities of U. Thus, an investor in such an investment company in effect chooses to invest in the U. Finally, with respect to mutual funds and unit investment trusts, requiring Securities Act disclosure at the point of sale helps to protect the U. In adopting Regulation S in , the

Commission, upon further reflection, concluded that the "historical distinction" should not apply to offerings of shares of closed-end, as opposed to open-end, investment companies. The Commission agreed with commentators that closed-end investment companies should be entitled to take advantage of the "safe harbor" provided by Regulation S because: Accordingly, as adopted, Regulation S would be available for all investment companies, other than 1 open-end investment companies and unit investment trusts registered or required to be registered under the Act and 2 closed-end investment companies required to be registered, but not registered, under the Act. We believe that, like offshore public offerings of shares of registered closed-end investment companies, Offshore Public Offerings of investment grade, large-denomination, non-redeemable commercial paper by Onshore Private Funds have more in common with offerings of commercial paper by industrial issuers than offerings of shares of open-end investment companies, and do not pose risks to U. Next, given the relatively high minimum denominations of the commercial paper, it is evident that while, as a technical matter, it may be "publicly offered" for purposes of the Securities Act, it will not be "mass merchandized" in the manner in which shares of registered open-end funds are typically merchandized. Similarly, Onshore Private Funds offering such notes would appear to retain the character of the type of company that Section 3 c 1 was intended to exclude from Act regulation. Additionally, the CP Notes at the time of issuance will be rated "investment grade" by at least two rating agencies. Under these circumstances, we do not believe that the "historical distinction" should be applied in a manner that would permit an investment company organized outside the United States an "Offshore Investment Fund" to simultaneously engage in an Onshore Private Offering and Offshore Public Offering of investment grade, large-denomination, non-redeemable commercial paper without registration under the Act, 16 but would deny that privilege to an Onshore Private Fund. In that release, the Commission distinguished between offshore sales by domestic issuers and offshore sales by foreign issuers, based on its conclusion that it has a greater interest in regulating the former. That conclusion was based on the following three premises: For the reasons set forth below, we believe that, in the context of Offshore Public Offerings of investment-grade, large-denomination, non-redeemable commercial paper by Onshore Private Funds in the circumstances described above, these premises either do not apply or are sufficiently addressed by the terms of the commercial paper and the manner in which it is offered and sold. Under these circumstances, it is difficult to see a sound policy justification for subjecting an Onshore Private Fund to more extensive regulation simply by reason of that fact that is legally organized under the laws of a U. To do so would impose additional burdens on Onshore Private Funds such as the Conduits that they would not otherwise suffer on account of domestic activity done. Next, the Conduits have advised us that: Each Dealer, in turn, will be required to agree with each Conduit that, to the extent it is requested by a holder of CP Notes to identify a potential transferee of such CP Notes, or otherwise engages in the offer or sale of CP Notes subsequent to the initial sale and delivery thereof, it will do so in a manner that complies with the restrictions on transfer applicable to such CP Notes - restrictions designed to ensure that transferees of CP Notes are the very types of persons who could have purchased such CP Notes from a Conduit in transactions exempt from registration under the Securities Act pursuant to Section 4 2 thereof or Rule A or Regulation S thereunder. Under these circumstances, the Conduits believe that the danger of a "public" flowback into the United States of CP Notes initially sold in Offshore Public Offerings is minimal. Finally, each Conduit will, either directly or through a Dealer, provide each prospective CP Note investor foreign or domestic with an offering memorandum that discloses, in a prominent fashion on the cover page or inside cover page thereof, that such Conduit will not be subject to regulation under the Act. Each certificate representing the CP Notes will prominently make the same disclosure. Under these circumstances, and in light of the fact that most transfers of CP Notes are likely to be made through Dealers, the Conduits do not believe that offshore investors, any more than onshore investors, could reasonably expect to be afforded the protections provided by the Act, even though they may be purchasing the securities of a U. Consequently, we believe that the Staff should apply the extraterritorial approach of Regulation S to the offer and sale of CP Notes by the Conduits outside the United States. Please note that we are not requesting relief that would permit any Conduit to have more than beneficial owners of its securities other than short-term paper. As CP Notes constitute short-term paper within the meaning of Section 2 a 38 of the Act, the beneficial owner

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limitation contained in Section 3 c 1 does not apply to holders of CP Notes. Please feel free to call the undersigned of this office at if you have any questions or require additional information.

**Chapter 4 : Multifaith Curriculum: Living the Faith**

*A Charting Notes Housecall provider no longer needs a physical office or staff with use of the MSO services of Charting Notes.*

This includes what the content and organization of the notes. For Medi-Cal to reimburse agencies for services, progress notes must document what occurs between the youth and staff. Something should happen which benefits the youth. An activity, a therapeutic intervention, or education with a parent. The concept of a progress note is just what it says. When the practitioner meets with the youth, what happens to move their progress forward? There is an interactive connection between the two. The practitioner has a plan on what they do and what interventions they use. And then they observe how the client responds to this behavior and how next to proceed. Although many different approaches for progress notes exist, the one discussed here is GIRP. It works well with behavioral health agencies because it focuses on the interaction mentioned above. The first part of the note indicates what the practitioner wants to accomplish. What is the practitioner doing to accomplish this goal? Role playing a situation where the youth usually gets upset. Having the youth draw a picture of their feelings when anger is triggered. What does the youth do with the intervention? Do they like it, hate it, refuse to do it? Treatment is a cause and effect relationship. What they do steers the practitioner to continue with the intervention. Or go to Plans B,C, etc. Now the session is over. What should happen next? Should the practitioner keep with this approach, try something else, etc.? Did their aggressive behavior improve? And what is the next step in treatment? Remember treatment is process driven. Things happen between the youth and the practitioner which lead to progress. This is what must show in the progress note. Some staff make notes like a story. Then he did B. Therefore, an auditor can deny it as a billable service. Progress notes should reflect the treatment plan through the goal. And the next steps in the plan. Whether or not they make progress. For more information, please contact us.

**Chapter 5 : HR's Pioneering Role in Agile at ING**

*Charting Notes is customizable to the user, you and your staff may utilize the system yourself or have us handle that department for you. I am a single provider HOUSECALL, if Charting Notes managed my practice, would I need to maintain any staff for phone calls or communications with Home Health Companies?*

Choose your location to get a site experience tailored for you. Just one year earlier, the bank had officially gone live as an agile organization, complete with tribes and squads, standups and scrums, and a dramatically flatter structure. Since joining the bank, van Beek has witnessed its transformation into a leading-edge digital entity. The organization that began its agile journey by taking field trips to the likes of Spotify, Netflix, and Zappos is today giving its own twice-weekly guided tours for agile-aspiring organizations from all over the world. The Dutch domestic-banking unit of ING has been celebrated as a paragon of agile ways of working among nontechnology companies. Both experiences offer important lessons for other companies making the shift—and for their HR organizations, as agents and adopters of agile transformation. In effect, they were running a tech firm with a banking license. They saw how leading digital companies were reshaping customer expectations across every industry, banking included. And it had to happen immediately so that the company could establish itself as a front-runner. Becoming the digital leader meant enhancing the customer experience, being faster to market, minimizing handovers and hurdles, boosting employee engagement, and attracting top talent. Given all that, Jue and his team knew they would have to redesign the work environment. The silos and traditional hierarchical structure had to go. An agile way of working was the answer, but it had to be implemented across the board. In parallel, HR had to communicate and coordinate with Netherlands work councils to ensure compliance in the overall transformation. Squads, Chapters, and Tribes: See the exhibit below. Squads hold the collective expertise such as customer and product knowledge as well as IT and data analytics skills to create a given product. They work together autonomously in two- or three-week sprints and have the authority to prioritize backlogged work. This multidisciplinary team structure vastly reduces the multiple handovers of the preagile days, when members were located in different departments and spoke to each other primarily at biweekly meetings. It also accelerates product release times and enables products to better meet customer needs. By working elbow to elbow, team members expand their expertise; if someone leaves, the work can continue. Every squad is supported by an agile coach. ING established three new key roles: It also called for reducing the number of job types from approximately 85 to 15, including retiring the traditional full-time manager role. This dramatic change in power structure and roles sent some managers to the exits—even those who had once been very successful. Equally unprecedented was the approach to employee selection. Most employees had to reapply for a position in the new organization. Because of the importance of digital and cross-functional collaboration, employees were interviewed by peer panels and chapter leads or product owners from different functional areas. The selection process—from rewriting job descriptions to appointing squad members—took four months. In , the call centers and sales force went agile, bringing 7, more people into the fold. As the bank continues tweaking its working model, more areas are making the shift. An enterprise-wide implementation is under way and set to go live in HR Goes Agile As agile took root and spread during , van Beek and his team members found themselves increasingly called on for support. People wanted to know: How do we conduct performance management? How do we develop our people? What should career paths look like now? Certainly those issues were high on the HR agenda. But the rapid change had left little time to tackle them. Now the team needed to turn its attention to its own transformation: We needed to move faster, be more proactive, and become top-notch HR professionals. Reorganizing these pillars using agile allowed HR to work more efficiently and create more consistent—yet still high-quality—products and services, with fewer staff and fewer handovers. HRBPs advance the people strategy throughout the business. A dozen individual HRBPs have their own accounts—senior management, leaders of tribes and communities of expertise CoE —and are responsible for driving the people agenda of these groups. This flexible pool enables HR to prioritize how it assigns resources, to ensure standardized products and services, and to develop and implement new tools and processes in far less time than it once

took. The model allows ING to allocate resources where their impact will be greatest. This group, which provides day-to-day services to employees, is modeled along the lines of the call center teams, with circles dedicated to the four phases of the employee journey: Each circle consists of several employee journey teams, each responsible for a specific process. For example, changing jobs is a journey in the develop phase; earning a bonus or a sabbatical is a rewards journey. Above all, the most crucial role of People Services is to create differentiated employee experiences that are customized by need and that make ING stand out from its competitors. CoEs create thought leadership, develop the vision, share knowledge, and manage the work portfolio for their particular area of expertise, such as employer branding, workforce planning, or performance management. The expert teams that make up CoEs are divided into two clusters: Working closely with the impact teams, they develop HR processes and products together with their global colleagues most are developed globally, some locally. New Ways of Working In addition to adopting many agile practicesâ€”smaller teams, sprints, and an iterative approach to product development and executionâ€”HR also created a special workspace for its planning and operations. Its walls are covered with posters and sticky notes that display objectives, priorities, epics major projects , quarterly and annual plans, and dashboardsâ€”all designed to facilitate discussion and decision making. There is a communication wall, an action wall, a performance wall newly added , and a portfolio wall for managing projects and activities similar to Jira project management boards ; leaders create tickets, which are then cascaded down to the appropriate teams. Information on the walls is kept up to date for viewing anytime. The Obeya has allowed HR to dispense with printed reports, minutes, and internal newsletters. Agile has allowed HR to standardize and streamline its output dramatically. HR leaders assemble in the Obeya every two weeks for standups to check in on the strategic themes and examine new data and customer feedback. The larger team assembles quarterly to set bigger, longer-term priorities and accountability; all relevant personnel, not just HR leaders, are invited to their meetings. Meetings and interactions are thus more frequent, more fluid, and less top-down. Van Beek considers his time in the Obeya to be the most productive time of his week. When I need more in-depth information, I join one of the team standups or demos. Now, instead of creating different talent development, performance management, and benefit programs for each business and department, HR has one consistent approach. By using the MVP concept, HR can develop products and services more quickly and improve them iteratively over time. How HR Is Helping Accelerate Performance Leaders believe that the Craftsmanship framework gives people a sense of belonging and fuels their passion for their work. In this way, the employee becomes more valuable to the bank and more marketable in general. The Craftsmanship framework makes each employee responsible for identifying his or her strengths that are worth developing and, to a lesser extent, weaknesses that need improving. The bank pledges to create appropriate challenges for employees, provide a trusting environment that encourages experimentation and makes it safe to fail, and explicitly recognize employees for their contributions. Pursuing these goals ensures that people perform better, understand regulatory compliance, and are equipped to provide customers with an exceptional experience. Leaders believe that Craftsmanship gives people a sense of belonging and fuels their passion for their work. ING now uses Craftsmanship as a foundation for its frequent employee performance checks as well as for its personal-development plan, which each employee is expected to begin crafting on his or her th day. It also helps us attract top talent. We see this daily in our recruiting efforts. Although HR is maturing, they agreed that more change is needed; for example, they will modify some of their hard-wired HR practices and focus more closely on building line-manager capability. We need to change what we got wrong and try a new way. So, what lessons does van Beek have to share with others at this stage? For one, companies considering adopting agile in HR should be sure to involve HR early in the organizational process. Such exposure gives them the perfect foundation and creates advocates. In addition, leaders should be generous in giving responsibility to those involved. Agile is helping us deliver on ours:

### Chapter 6 : Inequality and Poverty across Generations in the European Union

*Staff, Clefs, Ledger Lines, Steps, and Accidentals Staff* In Western musical notation, the staff is a set of five horizontal lines and four spaces that each represent a different musical pitch. For, in the case of a percussion staff, different percussion instruments.

By Barrie Gross In: Your Career Managing people is one of the most time-consuming and difficult aspects of any job. Whether you have one direct report or 20, the responsibilities loom large and finding the time to follow sound management practices in everything you do as a supervisor can be challenging. Documentation of performance and conduct issues often feels like one of the most burdensome duties, and unfortunately it is the one that usually gets put off the longest. If the relationship with an employee is deteriorating and the employer needs to take some disciplinary action, the absence of appropriate documentation can make a big difference in the outcome. Without appropriate documentation, you may be told that the action you feel is necessary to take is ill advised. Here are some tips for documentation that will help make your life easier in the long run: If it is not possible to take notes during the conversation, take some time at the end of the day to write it down. If you wait days, weeks, or months to write it down, your memory about the details will have faded. And if the employee takes legal action against you or the company in the future, your written record and credibility can be called into doubt if you waited too long to record the events. This sounds obvious but it is rarely done on a consistent basis. As you or the employee change jobs in the organization over time, it is sometimes difficult later on to put the record of the conversation into context or in a timeline. Do not abbreviate, editorialize, or characterize in your written record. Write down what you said and what the employee said. Write down exactly what John said. State the action plan you told the employee, being clear about the expectations you set for the employee to follow. Make notes regardless of whether the conversation is considered a formal action. In particular, be sure that you make notes of conversations even when it involves a meeting in which you presented the employee with a written disciplinary document or action plan. The document you gave the employee does not reflect the entire conversation about the issues discussed. If you write your notes in a document on the computer, do not maintain them on a shared drive. Your relationship with the employee is between you and the employee. Do not manage employees through e-mail! It is fine to send the employee an e-mail message confirming the conversation but it does not substitute for having a one-on-one conversation and taking notes on it. You need to represent yourself and the company in a professional matter and be prepared to defend what you wrote. Be sure you do not keep notes of conversations with employees about private matters, such as medical issues or taking sick or family leave, with the rest of your documents about the employee. Medical documentation is subject to various privacy laws. Talk to your HR department about where such notes must be kept. She is the founder of Barrie Gross Consulting, a human resources training and consulting firm dedicated to assisting companies to manage and develop their human capital. The information here does not constitute legal advice and should not be relied upon as legal advice. If you have a legal issue or wish to obtain legal advice, you should consult an attorney in your area concerning your particular situation and facts. Nothing presented on this site or in this article establishes or should be construed as establishing an attorney-client or confidential relationship between you and Barrie Gross. This article is provided only as general information, which may or may not reflect the most current legal developments or be complete.

### Chapter 7 : ING Bank, N.V.: No-Action Letter dated July 8,

*Make notes regardless of whether the conversation is considered a formal action (i.e., verbal counseling, etc.) under your company's discipline policies. In particular, be sure that you make notes of conversations even when it involves a meeting in which you presented the employee with a written disciplinary document or action plan.*

### Chapter 8 : Tips on Documentation of Employee Performance and Conduct | [calendrierdelascience.com](http://calendrierdelascience.com)

*Similarly, if the Staff grants the "no action" relief requested in this letter, it is expected that the Conduits, to the extent they wish to offer and sell their CP Notes to persons who are not U.S. Persons, ordinarily will sell such CP Notes to commercial paper dealers, acting as principals for their own accounts, in transactions meeting the.*

## Chapter 9 : Line and Staff Relationship in Organization (with Example Diagram)

*This SDN studies the evolution of inequality across age groups leading up to and since the global financial crisis, as well as implications for fiscal and labor policies. Europe's population is aging, child and youth poverty are rising, and income support systems are often better equipped to.*