EOA SE Network
Embedding your values in employment practice

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- History

- Client base

- Values: ethos and mission: *Empowering Positive Impact*

- B-Corp

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Embedding your values in Employment Practice

- Goes beyond legal rights and responsibilities
- Recognising and doing what we can to:
  - Support staff
  - Ensure they are motivated and productive
- Be clear what your values are …
- What do we mean by Employment Practice?

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Employment Practice

- Approaching it from a HR perspective, so …

- … it is using workplace rules and practices to build on other modes of engagement

- (… for other modes speak to Jamie Pyper …)

- The rules and practices:

    - Communications and consultation

    - Recruitment

    - Disciplinary and grievances

    - Having difficult conversations

    - Performance management

    - Absence management

    - Flexible working

- But first: Employee Engagement

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Employee Engagement

- Engagement can't be imposed from above. It's about creating a cultural shift in the way organisations behave. For example:

- <u>Leadership</u>:

  - Leaders must set out a vision that is good for the organisation and that means something to staff.

  - The narrative must be ongoing and not just a one-off - keep communicating!

  - Values must be lived not just spoken.

- <u>Line management:</u>

  - Managers must value staff contributions and …

  - … relate to their staff.

  - Managers must empower rather than control.

  - What weight do you give to 'soft management skills', like active listening, motivating and empowering?

  - Are your managers equipped and confident in the skills needed to effectively manage staff and get the best out of them?

  - Do they see it as part of their job?

  - Do they have the time?

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- <u>Voice</u>:

  - Staff know first-hand what works and what doesn't.

  - Harnessing that knowledge productively will lead to better decision making and more innovation.

  - It's a fantastic way to start motivating your staff.

- <u>Trust</u>:

  - Make good your promises.

  - Policies on things like quality and diversity have to be seen to work.

  - Are managers practicing what they preach?

Employee communications and consultation: 1

Employee communications and consultation are essentially about involving and developing people in an organisation.

Employees will be able to perform at their best if they know their duties, obligations and rights and have an opportunity to make their views known to management on issues that affect them.

Key points

• Good communication and consultation are central to the management process when dealing with changes in working practices and procedures.

• Communication is concerned with the exchange of information and ideas within an organisation.

• Consultation involves managers actively seeking and taking account of the views of employees before making a decision.

• A communication and consultation policy is a particularly effective way of setting out the attitude of the organisation and defining the responsibilities of those involved.

• The main links in any communication and consultation system are the line managers and supervisors. They are responsible for passing on information in both directions

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Employee communications and consultation: 2

Managers need to communicate information to employees about:

- Contractual terms and conditions of employment

- The job and its performance

- The organisation's performance progress and prospects

- Changes to any of the above.

Employees will also have concerns and points they wish to raise about their jobs and the organisation and there should be provision for communicating this information to managers.

Employee communications and consultation: 3

A variety of communications methods will be needed, both spoken and written. The methods will depend mainly on the size and structure of the organisation. Methods include:

- Face to face meetings

- Handbooks

- Video conferencing

- Intranet

- Email

- Notice board

- Organisation newsletters

- Individual letters to employees

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Legal aspects of consultation:

- Collective consultation: when 20 or more employees are to be made redundant a period of consultation must take place.

- TUPE

- Information and consultation of employees (ICE) regulations 2004

You need to:

- Carefully work out the number of new staff and the skills you want, including how vacant roles might have to change.

- Advertise vacancies, and any new roles, without discriminating.

- Select candidates for interview etc. - and the successful applicant/s - without discriminating.

- As soon as the successful applicant accepts the job offer, start to organise <u>a carefully-planned programme to settle them into the role and organisation</u>, so they become effective as soon as possible ... and want to stay.

Recruitment: 2

Securing the best person for the job entails setting up a well-structured process to:

- Accurately assess staffing needs.

- Attract applicants.

- Efficiently handle applications.

- Select candidates for interview or other kinds of assessment.

- Pinpoint the best candidate.

- Offer the job, tie up final details and deal with any queries.

- Get off to a good start:

  - Prepare for how a new recruit will be welcomed and settled into their role and the organisation.

  - Failure to do this well can create a poor impression and undo much of the work which attracted the successful candidate to the job.

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- Probation:
    - include a probationary period of employment at the start, usually for three or six months, so can see whether the new recruit is up to the job in practice ...
    - ... and so the new employee can decide to leave if they are unhappy in the role or with the organisation.
    - Notice required by either side during this period can be very short - sometimes only a week.
    - At the end of the period, it is decision time. Is the new recruit going to stay or leave?
- Don't discriminate at any stage in the recruitment process.
- Regularly assess recruitment techniques: look back at the entire process so it is clear about what works well and where improvements are needed.

Recruitment 4:

- Settling in a new employee:

- Be prepared - Get them off to a good start

- The best candidate for the job has accepted your offer of employment. You're keen to get them started and they are excited and eager to impress.

- But you are also aware that they have a lot to learn about their new job, and have yet to build working relationships with colleagues or make contact with customers.

- <u>What kind of start they get off to will play a key part in shaping their attitude to you and the job</u>. Will they become a valued member of your company, and be happy and productive in their work?

- This may largely depend on how you help to settle them in. The first few weeks are critical. Eight out of ten staff who leave their employer are new employees.

- You need to:
  - get the basics right
  - put in place a well-planned induction timetable
  - comply with the law

- <u>Tailor the induction</u> to suit the new employee - someone who is fresh out of university is likely to need a different induction to a new employee who has extensive experience with other companies, or someone returning to the world of work after a long absence.

- Appoint someone to act as a <u>mentor</u> to help with the new employee's day-to-day questions after the .

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Recruitment 6

Settling in a new employee - Step 1: before they start

- Draw up a checklist of what is being covered in the induction.

- Decide who will greet the new employee on their first day and who will conduct the induction.

- Different parts can be handled by different staff to draw on their expertise.

- Work out how long the induction should last - it does not have to be confined to the first day. It may spread over several days or weeks, depending on how it ties in with training for the job.

Settling in a new employee - Step 2: their first day

- First impressions do count, so don't forget the warm welcome.

- Give the new employee and all involved in conducting the induction a copy of the checklist so they can keep track of what has been covered and by whom.

- Also, make sure the new starter's documents are all in hand - National Insurance number, P45 etc.

- Tell them about your business.

- Who's who.

- How the business works, its aims and plans for the future.

- Introduce them to the head of the business, the manager and colleagues in their team, and other managers and staff they may have less contact with.

- Putting a name to a face. The new employee will want to avoid being rude by forgetting names, so make it easy for them. Give them an aide memoir with job titles, names, phone numbers, email addresses and photos.

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Settling in a new employee - Step 3: The next few days

- Tell them about the job:

- Explain the role fully, how their performance will be assessed and possible opportunities for development, training and routes for promotion.

- Run through their terms and conditions so they understand what they mean in practice and details of any period of probation.

- Explain the company's important rules:

  - what behaviour is expected and what is not acceptable, and work practices

  - how problems concerning performance, discipline and absence, and serious complaints against staff, are handled.

  - any other important policies such as the use of the company internet, email and phones.

  - cover the small details such as dress code, car parking and canteen facilities.

Legal Check: Health and safety:

- outline any health and safety precautions employees must take to protect them from harm.

- give details of any training they need to do their jobs safely, and provide any equipment and protective clothing.

- ensure employees know what to do if there is a fire or another emergency.

- explain your insurance policy, in case an employee gets hurt or ill through work.

- let employees know where they can find toilets, washing and first aid facilities, and drinking water.

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Settling in a new employee - Step 4: On-going support

- Choose a member of staff as the new employee's mentor or to answer questions.

- They will also become a point of contact to further develop the employee's. understanding of the business and make them feel they belong.

- After, six months check with how useful the induction has proved.

- Some employees may need special attention to address issues of confidence or anxiety, particularly:

  – School and college leavers

  – Employees with disabilities

  – People returning to work after a break in employment, or changing their work situation

  – Management/professional trainees

  – Minorities

Disciplinary and Grievances

- Things can go wrong and managers <u>must</u> get involved in dealing with problems. A good working knowledge of discipline and grievance procedures is essential for all managers in order to deal effectively with problems at work.

- Although discipline and grievance are generally grouped together, they are actually two different things.

- A grievance is a concern or complaint an employee might raise. It could be about another member of the team, another member of staff or something in the workplace.

- Often problems can be sorted out informally by talking and agreeing a way forward.

Having Difficult Conversations

- You may find yourself in a situation where you have to give an employee bad news. These conversations can range from significant issues such as cutting someone's hours or making them redundant, to more minor issues such as not being able to give someone the leave they requested.

- Whatever the topic, how you approach the conversation can have a big impact on how the difficult message is delivered and received.

- The main thing you should do is address the issue and not put off dealing with it, as delaying dealing with problems may make the matter worse. You need to prepare properly for the meeting, have all the information you need to hand and try to anticipate any questions you might be asked.

- When you do meet with them, it's important to communicate the issue really clearly so they know what the problem is. Give them the opportunity to respond and listen to what they say but don't lose sight of what your issue is.

Performance Management

- Managing performance is central to the relationship between managers and employees. It can be a key element of good communication and foster the growth of trust and personal development.

- Managing performance is key to how well your employees will be engaged in their work and how well they will perform.

- Where a performance management system is working well employees are more likely to engage with the goals of the business. An engaged employee is someone who:

  - takes pride in their job and shows loyalty towards their line manager, team or organisation.

  - goes the extra mile - particularly in areas like customer service, or where employees need to be creative, responsive or adaptable.

- Good performance management helps everyone in the organisation to know:

  - what the business is trying to achieve

  - their role in helping the business achieve its goals

  - the skills and competencies they need to fulfil their role

  - the standards of performance required

  - how they can develop their performance and contribute to development of the organisation

  - how they are doing

  - when there are performance problems and what to do about them

Managing absence

- Managing attendance problems often means tackling possible causes of absence, such as working patterns, job design and employment relations. This can also include addressing discipline problems such as lateness and poor time keeping.

- If issues arise, they can often be dealt with informally by the line manager in the first instance.

- Key points
    - High levels of unauthorised absence, including sick leave can cause lost or delayed production, low morale and reduce the standard of service within an organisation.

    - Measuring absence can show how much time is lost, where it occurs most and how often individual employees are absent.

    - Keeping individual attendance records will help monitor absence and lateness.

    - Having attendance and absence policies will help employees understand what standards are expected of them and will help managers deal with these issues in a fair and consistent way.

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- People are absent from work for 3 main reasons:
  - They are sick.
  - They feel unable to come to work because of family or caring responsibilities.
  - They are on authorised leave such as holiday, maternity leave or a training course.
- On average people are absent from work for 6.9 days a year (CIPD Absence Survey 2015).
- Unauthorised absence is normally the "odd day off" when employees give no reason for the absence. Whether paid or unpaid this type of absence can be costly to an organisation as it is unpredictable. Absence of this kind may eventually lead to disciplinary action.

How to minimise absence and lateness

- In addition to carrying out effective return to work discussions, there are workplace issues that can be addressed to minimise absence.

- These include the quality of management, working relationships, job design, employment relations, communication of information and flexible working arrangements.

- In addition, if workers know that absence will be noticed and investigated, they are less likely to take time off work without proper cause.

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Occupational health

- With their consent, employees are referred to an occupational health professional who will identify obstacles preventing the employee from returning to work, and develop a Return to Work Plan tailored to the employee's needs.

Statutory/contractual sick pay

- Employees need to qualify for statutory sick pay (SSP), and must have been off work sick for 4 or more days in a row (including non-working days).

- Employees can't get less than the statutory amount, but some employers pay more through a company sick pay scheme (or 'occupational scheme'), check your employment contract terms and conditions.

- Working nine till five is no longer the only way to make a living.

- More businesses than ever are allowing staff to do their jobs at times and in locations that fit around their lives.

- The trend looks set to continue as the demands of the changing workforce coupled with the possibilities offered by technology mean that companies must seriously consider allowing staff to cut back travel time and log on remotely.

- Giving people more flexibility is proven to boost health and wellbeing, and will also benefit the bottom line if implemented properly.

- It should also boost employee retention as staff prioritise flexibility over pay.

- The advantages for businesses are considerable, too:
  - minimising the need for office space
  - cutting overheads and generally improving corporate social responsibility by reducing the carbon emissions, which also holds for reducing commuting
- Digital innovations, such as cloud technology and video calls are vital and enhance our ability to work anywhere
- Cybersecurity needs serious consideration. Outside the confines of an office, intellectual property and data can be at greater risk for hacking, which can prove crippling to business operations and reputation.
- Preventative measures include good-quality firewalls, anti-virus software and training staff to minimise digital risk-taking

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