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# HR Themes

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- Our objectives for today are as follows:
  - To explore the main themes in HR at the moment, and what impact they are having on businesses.
  - To understand upcoming changes to Employment law in the UK and what steps employers need to take in order to be compliant with them.
  - To consider relevant case law and case studies.

# Lets think about...

- Have you thought about how you can change the structure of your business to maximise its effectiveness?
- How prepared would you business be if an employee disclosed a diagnosis of PTSD?
- What steps could you take to stop employees moving on to other employers?
- Is your reward offering attracting the best people, and encouraging them to stay?
- What development opportunities are you offering current or prospective employees?

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# Restructuring and reorganisation



# Furlough comes to an end

- After 18 months, the Coronavirus Job Retention scheme has come to an end.
- As a result, many employers have been faced with preparing for business without this support in place.
- For those who failed to have plans in place from 1<sup>st</sup> October, they have had to act quickly to avoid serious consequences for their business.
- Before undertaking a full restructure of the business, there are options for employers if they anticipate business picking up.

# Alternatives to furlough

## Further furlough

- Despite furlough being a new concept to many, it is not, in fact. It has existed in law for a long time, it was just not widely known.
- It is therefore open to employers to implement a private furlough scheme, without government financial backing.
- They will need to get consent for this from effected employees, consider how it will be financed and how long they anticipate using it for.
- Using this type of leave without consent risks unlawful deduction of wages claims, and possibly constructive unfair dismissal.

# Alternatives to furlough

## Lay-off and short time working

- The usual means of dealing with short time absence of work is lay-off, or short time working, where employees work none or some of their hours, and only receive limited statutory guarantee pay for days when no work is offered at all.
- Employers will need to already have this in their contract to implement it, or get the agreement of the employees.
- Using this type of leave without consent risks unlawful deduction of wages claims, and possibly constructive unfair dismissal.

# Alternatives to furlough

## Other kinds of leave

- Employees who were furloughed may have built up a significant amount of annual leave. Employers may choose to ask them to use this, or require them to do so, in order to manage a return to the workplace.
- Exploring career break and sabbatical options with employees may also avoid having to make permanent changes to the workforce. This should only be done with a carefully drafted policy, so everyone knows where they stand.



# Restructuring and reorganisation

## Overview

- Many businesses have seen the pandemic as an opportunity to review their organisations and consider changes that can be made.
- They can include a reorganisation of:
  - Workloads
  - Teams
  - Hierarchies
- Or a restructuring of:
  - Pay
  - Benefits
  - The whole organisation

# Restructuring and reorganisation

## The details: Changes to terms and conditions

- Following the financial impact of the pandemic, it may be decided that generous bonus schemes, benefit packages and salaries need to be addressed.
- Agreements that are contractual can only be changed with the consent of both parties. Therefore a period of consultation will be required.
- Employers should start by putting together robust reasons for the need for the changes, considering the impact both on the business, and the employees. How far the changes go will depend on the strength of the reasons. Failure to have good reasons for this could lead to grievances and claims for constructive dismissal.

# Restructuring and reorganisation

## The details: Changes to terms and conditions

- Employers may be interested in 'fire and re-hire' schemes that have recently been reported in the press.
- This can be used to change pay rates and other contractual benefits.
- It should not be used to reduce hours or change the nature of the job role.
- This involves a period of consultation. If the employee does not agree to the changes, dismissal with notice follows.
- If the employee is unhappy, they can bring a constructive unfair dismissal claim. If they feel targeted by the behaviour, or unable to accept the new terms due to a protected characteristic, they may also bring a discrimination claim.

# Restructuring and reorganisation

The details: Changes to hours and job roles.

- These changes are likely to result in a redundancy situation. A redundancy situation arises when:
  - you shut down a business or part of it completely
  - you shut down at a specific location (even if you are moving to a new location)
  - your requirement for employees to do work of a particular kind has reduced or come to an end.
- Due to the likelihood of dismissal, a consultation period will have to be undertaken.

# Restructuring and reorganisation

The details: Changes to hours and job roles.

- Failure to consult can lead to unfair dismissal, and a protective award for each employee if the consultation involves over 20 employee.
- If dismissal is the end result, then notice will need to be paid along with a redundancy payment for eligible employees.
- If alternative employment is agreed, then the employee will get to trial this before making a final commitment.

# Case study: Packman v Fauchon – does redundancy have to mean losing an employee?

- The employer introduced the Sage system, and at the same time was experiencing a down turn in work. They approach their bookkeeper, and asked her to reduce her working hours. She refused to do this.
- The statutory definition of redundancy requires there to be less need for work of a particular kind. In this case, there was still work to be done, but not enough to continue with the contracted hours.
- The employer decided to terminate the employment for redundancy, but was this right?

# HR-inform Pro resources

- Quick facts and in-depth information on Redundancy and Collective Redundancies
- How to guides on:
  - Dealing with an employee's claim for a statutory redundancy payment due to lay-offs or short-time working,
  - Determining an employee's period of notice,
  - Ensuring satisfactory completion of a collective redundancy consultation,
  - Managing redundancy

# HR-inform Pro resources

Factsheets on:

- Age Discrimination Factsheet Series — Redundancy
- Age Discrimination — How to Ensure that a Contractual Redundancy Pay Scheme is Lawful
- Age Discrimination — How to Implement Redundancies without Discriminating on Grounds of Age
- Collective Redundancies
- Redundancy

Policies on:

- Model Redeployment
  - Outplacement Counselling
  - Redundancy
  - Voluntary Redundancy
- 
- Worked examples and line manager guides for redundancies



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# Mental Health



# Mental health at work

- The World Health Organization defines mental health as *“a state of wellbeing in which every individual realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community”*.
- Positive employer attitudes towards mental health at work are associated with having a happy and effective workforce, low sickness absence rates and low staff turnover. Negative attitudes are associated with low productivity, high sickness rates and low morale.
- It is estimated that every year in the UK a total of 91 million days are lost to mental health problems and nearly half of all long-term sickness absences are caused by a mental health problem. The total annual cost is more than £30 billion.

# The employer's duties

- Employers should ensure, so far as is reasonably practicable, the health and safety at work of all employees.
- Employers must assess the risks to the health of their employees for all aspects of work. This includes psychological risks.
- Employers must make “reasonable adjustments” to the workplace and to work tasks to accommodate the needs of a disabled employee,
- Employers should prevent discrimination, bullying and harassment in the workplace.

# Employee wellbeing

- Investing in this area has a number of advantages:
  - Increased performance, as a result of improved concentration.
  - Preventing illness, and the progression of illnesses
  - Increased loyalty.
- A study has identified free access to mindfulness and mediation apps, and counselling sessions, as things staff members are looking for from their employers. Focusing on wellbeing both inside and outside work help staff feel valued and looked after.
- Access to counselling and mental health support, such as via an Employee Assistance Programme, can be extremely beneficial for wellbeing

# Employee wellbeing

- Specific wellbeing policies demonstrate the commitment the organisation has to the health of its staff, and promote the resources on offer.
- For example, menopause has been a hot topic of late. Recognising the impact this can have, and developing working practices to accommodate, will make this group feel valued and understood. It will also reduce the risk of negative mental health consequences for those struggling with this.
- Other policies, such as offering flexi time, flexible working or 'mental health days', such as offered by Nike, LinkedIn, and B&M, who have offered up to a week of paid time off for mental health protection, are excellent tools to consider.

# The right to disconnect

*This is where employers, by policy and company rules, instructs staff not to respond to any work-related queries, or conduct any work, outside of their hours. It also prohibits them from being contacted, unless in specific situations. Under this “right”, staff can turn off communication devices and send automated emails when not working.*

# The right to disconnect

- As a result of calls to make this a legally defined right, more and more employers and employees are aware of this.
- The Karoshi problem has led to many deaths as a result of a culture of overworking. The 996 system, working 9 am – 9 pm 6 days a week, has also resulted in this.
- Excessive work can lead to physical and mental health consequences, such as burnout.
- Studies have shown that being contactable at all hours, and being expected to respond, does not increase productivity and could lead to increased absence.

# The right to disconnect

- Employers may consider implementing a policy around this right. This could include the following:
  - A clear statement that employees are not expected to respond to messages / calls / emails received out of hours until their next working day.
  - Encouraging employees to use automatic responses out of their working hours.
  - Prohibiting, or at least limiting, the sending of communications to employees outside of their working hours.
  - Providing communication devices, such as mobile phones and tablets, for work use only, thereby limiting the need for employees to look at these devices outside of their working hours.



# Stress at work

- Stress can occur at work when employees believe that they cannot cope. In the short term, some stress can be both positive and motivating, but continued stress can affect behaviour, lead to emotional problems, and in some cases result in physical illness.
- Stress is often a symptom of other problems which need to be resolved.
- Some common contributors to stress are:
  - Lack of clear leadership
  - Bullying
  - An unpredictable management style — pleasant one minute and difficult the next, with no apparent reason for the change
  - Workloads which are inflexible and over-demanding

# Stress at work

- The concept of a 'mental health first aider' is increasingly being introduced across businesses.
- A mental first aider will be trained in recognising the early signs of issues and common workplace mental health problems.
- They should be able to have non-judgemental conversations with colleagues and offer supportive, confidential guidance and advice.
- They can also act a signpost to support, such as a referral to an Employee Assistance programme.

# Stress at work

- Should a stress-related condition escalate, causing long term damage to an individual, and this was foreseeable, there is potential for the employer to be liable, for example if it leads to a illness related dismissal.
- Only if the employer can show that they have taken appropriate steps to help the employer, or alternatively that they could not reasonably known that circumstances in work would lead to a stress related injury, would the be able to avoid liability.
- Whilst stress itself is not general a disability, it can lead to other illnesses that are, or be of such severity that it is in itself. If this happens, an employer is duty bound to make reasonable adjustments, under the Equality Act, to assist the employee.

# Failure to manage mental health

- Should it lead to a disability, as it can in severe cases, it will be necessary to assess the work and the employees capability to perform it, and put in place reasonable adjustments that are necessary for the employee to perform at an acceptable level.
- Reasonable adjustments are determined based on the size and resources of the organisation, and investigations into them should be exhausted before taking any steps to dismiss an employee for a health related reason.
- Harassment because of mental health, that creates a hostile and degrading atmosphere, such as name calling or derogatory comments, can be hurtful and grounds for a claim, to which the employer would be vicariously liable if they had not put in place policies and training to show that this behaviour is unacceptable.

# Case study: Herry v Dudley Metropolitan Council – is stress a disability?

- An employee went off on long term sick, from 2011 to 2014, with various reasons including “stress at work”, “work-related stress”, “stress”, or “stress and anxiety”.
- They later brought a claim for disability discrimination, but to do this, he had to be disabled.
- The statutory definition of disability requires there to be a substantial and adverse effect on day to day life, lasting or expected to last for 12 months or more.
- Whilst this employee was unable to work for a long time, was there a disability?

# HR-inform Pro resources

- A managing mental health at work workflow
- Topics on employee wellbeing, mental health at work, and stress at work
- A how to guide on supporting employees through the menopause,
- Policies on the right to disconnect, employee wellbeing, menopause and mental health at work, stress at work
- Factsheets on mental health first aid, stress at work and risk assessment for stress.
- Line manager guides on mental health, presenteeism and stress

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# Retaining talent



# Retaining talent: overview

- There are many tools an employer can use to attract and retain the best staff: it is for the business to decide which works best for it, and what they can afford to offer.
- The pandemic has caused a shift in how employment is viewed, and focus on individual wants and needs is more important than ever.
- There are many ways to attract and retain staff that do not need to cost excessive amounts, despite recent reports that starting salaries are being increased to attract applicants.



# The impact of the pandemic

- The pandemic has lead many to assess the work that they do, their employer, and the value in remaining in their current job.
- How individuals were treated during the pandemic will be a big factor in the decision to stay or go.
- This is a time of record vacancies as people change employers and careers, and businesses that were forced to close, or using furlough, open up and find they have a need for staff.
- Employers at the same time are tackling the impact of Brexit and changes to the visa system that has meant their usual source of employees has had to change.

# Attracting talent

- Recruitment exercises like open days, job fairs and assessment centres are more difficult to organise with the move to home working and reluctance to gather in groups.
- Innovative means of finding new starters are increasingly important. The use of social media such as LinkedIn, TikTok, Instagram and Facebook are all useful avenues for finding new recruits.
- The company brand is also important. Poor online reviews will put prospective employees off, so consider reviews both by employees, such as on Glassdoor, but also more widely about how the company treats customers and clients.

# Attracting talent

- Considering job and organisational fit for applicants during the recruitment process is essential if the applicant is going to stay once employed.
- Depending on what is more important, short term retention for a specific post, or long term retainment of skills and competencies, will depend on how focus is giving to either job or organisational fit.
- Thinking about the long-term consequences of recruitment, for succession planning, organisational direction and diversity is important.

# Encouraging commitment

- A key driver to organisational commitment is employee motivation. This can be influenced by intrinsic factors to the work itself, or extrinsic factors relating to the employment.
- Intrinsic factors, such as work tasks where an employee can be innovative, and the extent they are autonomous or accountable, will impact on commitment.
- Extrinsic factors, such as terms and conditions and the management style directed at the employee are also important considerations.

# Developing talent internally

- The value of on the job learning, including apprenticeships, traineeships and the new kickstarter scheme, is increasingly well recognised.
- A degree is no longer a passport to better opportunities: employees who have worked their way through the organisation, and have a technical understanding of the company and its products, are invaluable.
- These are excellent opportunities for recruitment, as they give the employer the chance to really get to know the individual, and their skills, and to know if they are a good fit for the company long term, before offering them permanent employment.

# Managing talent

- In developing a strategy, organisations need to consider the current make up of the organisation, its culture and its future course.
- Generally, a four pronged approach is best:
  - Recruit new talent often using competence-based recruitment techniques.
  - Identify and develop talent within the organisation.
  - Devise a strategy and programmes to retain talent, through recognition and reward schemes that go hand-in-hand with development programmes.
  - Ensure that talent management considerations are included in the setting of personal objectives, and tracked through the appraisal, performance management, and personal development planning processes.

# Managing talent

- Once a strategy is in place, training managers in its implementation will ensure its effectiveness, and increase the likelihood of talent retention.
- When it comes to retention, it is important that organisations have a range of practices in place which are aimed at retaining employees.
- These can include:
  - Open lines of communication between line managers and employees,
  - Opportunities for development and career growth,
  - Reward and recognition schemes.

# Managing talent

- Appraisals and retention interviews can be useful means in establishing what employees need to stay, and why they stay, so that organisations can learn what they are doing right, what they are doing wrong, and how they might fix that.
- These methods can explore:
  - the real reasons for staying
  - how the staff member is motivated to offer continuing high performance
  - how the individual's motivation has changed in the role
  - how far the job has changed
  - what the best combination of reward, feedback, support and development to encourage this individual to remain in employment will be
  - whether this individual would make a good mentor to aid the retention of other staff.



# Ways to encourage retention

- Have a flexible reward and recognition policy
- Be attuned to management problems — a high proportion of retention problems are caused by poor management
- Create an engaged workforce: encourage thinking about how your organisation relates to, manages, inspires, motivates, develops and rewards employees.
- Employer brand promises are genuine and fulfilled
- Corporate values are lived out, not just printed in mission statements
- Employees are given open and honest development feedback
- Attention is given to the issue of work-life balance.

# Incentives to stay

- Employees are more likely to stay if they feel they are making a meaningful contribution. Placing trust in staff by giving them greater autonomy in how they work, allowing them to choose how the work is completed, will provide a greater sense of achievement.
- Appreciating and recognising the contribution of staff has always been, and will continue to be, a critical means to retain staff.
- The pandemic has meant many people have been working from home who may not have done so before. Offering this on a permanent or flexible basis is likely to be appealing.
- Flexible working, offering adjustable start times and core hours, will help employees have a better work/life balance and more easily manage their out of work commitments

# Succession planning

- Whilst a career for life is less common now, putting in place measures to give employees a clear career pathway, such as a promotion path or management trainee schemes, are going to help identify and prepare the organisations leaders of tomorrow.
- Identify those who will be in key roles in five and ten years' time, and supporting them in preparation for this.
- Identifying ways of learning from current managers before they retire and sharing this with other employees.
- Promote knowledge sharing and inter-generational learning (such as using job shadowing, handover periods, mentoring and reverse mentoring)

# Exiting talent: why are staff leaving?

- An exit interview as standard is going to identify specific concerns, that can be resolved to either stop that employee leaving, or at least identify something that needs to change to stop others leaving too.
- A good exit interview will:
  - ensure that the real reasons for leaving are explored
  - explore how far the role has changed since the job description was last written
  - explore what the member of staff has learned in the role
  - explore obstacles to success in the role.
- Also consider, is there a particular team, or group, that are leaving? Is this due to the manager in place, or policies that negatively impact on a particular demographic more than another?

# Case study

- A started working for company B. A was seen as a rising star: they came with relevant qualifications and a great organisational fit, so a bright future within the organisation was envisaged for A.
- A was paired with a manager with a strong leadership style, who preferred to micro-manage and reinforce the superior / subordinate relationship. A, however, preferred to be autonomous, allowing their creativity to come through and work in partnership with their manager. A's manager also felt it was the employees responsibility to seek out development opportunities, and come to them with ideas and training courses they may want.
- Unfortunately, A chose to leave after a little over a year.
- No exit interview was conducted, so B were none the wiser about why A chose to leave.
- What opportunities were missed when seeking to retain this talent?

# HR-inform Pro resources

- Topic area – talent management, strategic management, and management development, employee retention
- How to guides on developing managers, developing strategy, analysing future talent need, developing a talent management programme, running a talent management programme, and improving employee retention
- A factsheet on talent management
- Line manager guides on talent management and HR for new line managers

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# Reward



# What is reward?

- Reward is a powerful tool in organisations that has the potential to act as a lever for culture change and improve performance.
- It can encompass pay, benefits, development opportunities and working environment.
- It can act to attract those who are likely to fit with the organisations values.
- It is constantly evolving. Pay was once seen as the main driver, but employees are now looking for a package of benefits and opportunities to do charitable work.



# What is strategic reward?

- This is the design and implementation of reward policies and practices which support and advance the objectives of the organisation.
- Choices of how to do this include:
  - Basic salaries with incremental increases
  - Pay varying on individual and / or team performance
  - Total reward
- These can have significant consequences for employee satisfaction, performance and behaviour.
- It can be used to reinforce and promote company values, culture and reward aims.
- It needs to be communicated to employees, implemented and monitored.

# Reward management

- This includes pay structure, progression and performance and competency based pay.
- Having a clear pay structure, linked to desired company outcomes, ensures transparency and fairness.
- Other benefits, such as profit shares, and non-financial rewards such as material gifts or professional development, should be considered.
- Total reward, looking at the pay and benefits package as a whole, balances the various components and can include broader elements of employment package, such as work/life balance and working environment.

# Compensation and incentives

- Linking reward to a talent management strategy allows the employer to show that strong performance is recognised and rewarded.
- Recognition going beyond commission and profitability, bringing in specific corporate objectives such as customer satisfaction, improvements on quality, and demonstrating corporate values will drive desired behaviours and encourage a greater number of staff.
- Not all employees are money-centric, or feel that their role directly contributes to specific financial goals. Taking a wider view of incentives under the total reward strategy will help to bring these employees into its scope.

# How to monitor effectiveness of the strategy

- Organisational performance, such as turnover, profit, customer feedback, productivity.
- Individual performance and behaviours — appraisal data, targets and objectives achieved, skills development.
- Recruitment — time to recruit, numbers of applicants, quality of applicants, cost of recruitment
- Retention — voluntary attrition rates, exit interview data.
- Engagement and satisfaction — employee engagement survey data.

# What do employees want?

- A study of 1,000 jobseekers has shown that of all benefits, enhanced sick pay is the most valued. This can discourage employees from coming back to work too early when they should be focusing on recovery and recuperation, avoiding prolonging the absence, and shows that the employer cares about health and wellbeing.
- The same study shows better pensions are valued over flexible working. Since auto-enrolment, this is something that almost all employees now get, and as many start to consider how they want to live, and with prospects of living longer, pensions are increasingly important.
- Other benefits that were desired were free eye tests, working from home, and enhanced maternity, paternity and adoption pay.

# What do employees want?

- It is clear therefore that employers that go above and beyond the statutory minimums, where they can afford it, are going to stand out. Offering enhanced pay and leave for maternity, adoption, paternity, shared parental and bereavement leave are good to consider.
- Some employers are going even further than this. Innovative policies that place the employees health and well being first are increasingly being put in place, and could include things like support and paid time off for infertility treatment.
- Flexibility in the package being offered overall is going to be the key to an effective and attractive reward strategy.

## Case study: Wilson v HSE – can using length of service for reward entitlement be discriminatory?



- Using length of service as the basis for a pay progression scheme is generally justifiable, as greater service should mean greater performance.
- The HSE used a scheme that in part provided for fixed pay increases in accordance with length of service, to a maximum of 10 years. Wilson brought an equal pay claim against comparators who were paid more, as their service was longer.
- Is rewarding experience in this way the most effective way to do it, and does greater service always equal greater performance?

# HR-inform Pro resources

- Topic areas – Reward Strategy, Reward Management, Benefits, Family, Childcare and Health Benefits, Cars, Fuel, Vans and Related Benefits, and Pay and Pay Policies
- How to guides on managing benefits, evaluating bonus schemes, measuring performance at executive level, managing the reward process, rewarding expatriate employees and managing salary and grading systems.
- Policies on company cars and their use, pay protection, benefit packages and childcare.
- Factsheets on cars, fuels, vans and related benefits, benefits, and ensuring service-related benefits are free of age discrimination.



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# Investing in staff for their development



# Investing in staff for their development

- Employers can use their own internal training schemes, fund employees to undertake external courses, or take on individuals new to the field, or work in general, on government backed schemes.
- Apprenticeships, the kickstart scheme and traineeships are measures put in place by the government to assist young workers in getting into work.
- Employers need to be aware of how the different schemes operate and the rights of those participating.

# Apprenticeships: Overview

- Apprenticeships are a long-established method of practical and theoretical training individuals, usually within a skilled profession, undertaken whilst also working in the profession.
- Although they are often perceived as a way into employment for younger people, apprentices are open to all who are aged over 16, and can be a good starting point for those looking to switch careers.
- The government encourages organisations to use apprentices as a method of creating a skilled workforce.

# Why employ apprentices?

There is a current Government drive to encourage people to take on Apprentices. Funding is available to employers who take on Apprentices.

Recent study by the University of Warwick found that...



Every £1 spent on an Apprentice generates £18 for the economy. (National Audit Office)

80%

Employers found the Apprentices made the workplace feel productive.

83%

Employers used Apprentices to fill future skills gaps.

# Apprenticeships: The details

- In Scotland, Apprentices are well protected, and are employed under a contract of apprenticeship. They generally cannot be dismissed before the end of the contract, unless for a very serious incident.
- In England and Wales, apprenticeship agreements are used. These mean the apprentice is has the same rights as standard employees.
- In England, they must spend at least 20% of their time in formal training, such as a college course.

# Kickstarter scheme: Overview

- Aimed at creating new high-quality jobs to help 16-24-year-old unemployed people on Universal Credit.
- The scheme covers participants' expenses for six months if employers take them on in new jobs and not a replacement of existing jobs.
- The Scheme covers 100% of relevant NMW for 25 hours per week, and employer National Insurance contributions and employer minimum automatic enrolment pension contributions, for 6 months.
- The Government also pays employers £1,500 per job towards set up support and training for those on the Kickstart placement.

# Kickstarter scheme: The details

- Employers must offer at least 25 hours a week to participants, for at least six months, who are paid at least the appropriate NMW for their age group.
- They must also offer employability support to participants to give them the transferable skills needed to continue into gainful employment, training or education.
- The placement must be meaningful and suitable.
- They cannot replace existing employees.

# Traineeship scheme: Overview

- Traineeships, introduced in 2013, offer unpaid education, training, and work experience to young people who may lack certain skills and experiences that employers look for in job applicants.
- Traineeships should involve classroom-based tuition in maths, English, digital skills, and CV writing, provided by the training provider.
- This is coupled with 'high-quality' 70 hours (minimum) of unpaid work experience placements provided by employers. They can last from 6 weeks to a year, but generally take less than 6 months.



# Traineeship scheme: The details

Employers should be providing the following:

- safe, meaningful and high-quality work experience
- a minimum of 70 hours of work experience - but no more than 240 hours for benefit claimants - over the duration of the traineeship (maximum of one year) and as agreed with the traineeship provider
- an interview for an apprenticeship or job in the business at the end of the traineeship if one is available

# Existing staff

- A theme that stands out at the moment is the desire for greater development opportunities. Investing in training staff, both in internal processes and professionally, demonstrates their value and fulfils the need for development.
- Creating advancement opportunities and ways to achieve them, such as management training and leadership projects, makes it clear that an employer is invested in the growth of the individual and can encourage long term commitment.
- Training managers well will make them better equipped to perform their duties and support their staff, reducing the risk of becoming overwhelmed and issues going unnoticed.

# Identifying training needs

- Training and development needs can be identified in a number of ways:
  - Appraisals
  - Engagement surveys
  - Knowledge assessment forms
  - Formal qualifications

# Internal v external training

- Once a training and development need has been identified, managers and employees need to work together to see how this need can be met.
- In-house training and mentoring may be sufficient, especially if the skills relate to internal procedures.
- Alternatively, a formal external training course may be more appropriate. This could be via distance learning, night school, or taking time out of work to train.
- Employers need to carefully consider the advantages and disadvantages of funding training for their employees, especially if it is a lengthy and/or expensive course.

# Training for progression

- A lot of training will be to support the employee to do their job better. However, those identified as of particular talent, or who have expressed an interest to move further, may look for training beyond their current job, that will equip them for promotion.
- Training for prospective managers shows commitment to the employees, and offers them internal progression which may dissuade them from looking externally for their next career step.
- Developing from within can have the benefit of employees who know the business in-depth, and may have greater loyalty to the employer.


# Case study

- Employer C has been having a hard time getting staff to stay with them. As a high end joinery business, they offer expert craftsmanship to their customers.
- They prefer to bring on young recruits, train them in their ways and then have them work their way up to be an expert at what they are doing. The training is all on the job, as it has always been done.
- Unfortunately, they are finding lots of staff are starting with them, getting some skills, but then moving onto competitors who are offering formal qualifications. As a result, as their staff retire or move on, they are aren't being replaced.
- What scheme would benefit such a business, and what advantages would it bring?

# HR-inform Pro resources

- Detailed training, and training and development section on HR-inform Pro on various topics including:
  - Performance Appraisal
  - Induction
  - And many more...
- Line manager guides on appraising performance, time off to train, staff appraisal

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# Keeping you up to date





# Menopause: Hot topic

- The Women and Equalities Committee is undertaking an inquiry scrutinising the current legal protection and workplace practices for women going through the menopause against discrimination.
- The Wellbeing of Women charity has also launched a pledge campaign for employers to sign up to, committing them to:
  - Recognising that the menopause can be an issue in the workplace and women need support
  - Talking openly, positively and respectfully about the menopause
  - Actively supporting and informing employees affected by the menopause
- Steps such as assessing the suitability of uniforms, and changing the work environment to be menopause friendly, such as easily and quickly accessible toilets, and fans (COVID ventilation permitting) are being taken by employers to help employees manage the symptoms better.
- Employers can also consider introducing a menopause policy in consultation with women, especially those who have already gone through this in the workplace and incorporating their feedback on their experiences.

# Other recent developments

- The Kickstart Scheme has been extended until March 2022, it was due to close in December 2021. This scheme provides funding to employers who take on 16-24 year olds who are currently getting Universal Credit for a 6 month placement.
- There are reports that the National Living Wage will be increased to £9.42 from April 2022, however these have not yet been confirmed.
- The avalanche of redundancies expected due to the end of the Job Retention Scheme has not materialised and redundancies are at a 7 year low.
- There has been a 767% increase in claims relating to part-time worker regulations over the past 18 months. This might be due to the increase in the number of part-time workers because of Covid-induced reduced working hours. Or, it may be that part-time workers are generally being treated unfavourably during redundancy, change to terms or TUPE processes. It's important for employers to remember that workers cannot be placed at a detriment due to their part-time status.

# Other recent developments

- The Government is proposing to remove the 26 week qualifying service criteria attached to flexible working requests. It's also looking at the eight reasons for refusal to consider whether they are still valid, and whether to reduce the current 3 month time period employers have to deal with a request. If this law is changed (which is likely), it is not likely to happen until April 2022.
- The Government has confirmed a new employment right is on its way: carer's leave. It will give employees a week off per year - unpaid - to take in relation to their caring responsibilities of someone who has long term care needs. There is no indication of a timeframe yet, but it will be April 2022 at the earliest.
- It has been confirmed that there will be a change in law preventing employers from taking tips given to staff in hospitality, when 'parliamentary time allows'.
- The Government has announced plans to increase National Insurance payments by 1.25% from April 2022. Employers will need to prepare their payroll teams for these changes and communicate the impact on take-home pay to staff. From April 2023, the increase must appear as a separate deduction on payslips as a "levy" and will be extended to working pensioners.

# Other recent developments

- Workers now have the right not to be subjected to a detriment as a result of raising health and safety concerns. This right was previously restricted to employees only.
- The EU settlement scheme has closed to new applicants and new right to work checks have been introduced.
- The ability to remotely check right to work documents has been extended to 5 April 2022.
- The government has now officially removed shielding as a tool to manage Covid-19. Decisions over isolation for those in extremely vulnerable groups will from now on lie with the specialists involved in their care.
- The coronavirus SSP rebate scheme came to an end on 30 September 2021. Moving forward, absences must be paid for in full and money cannot be claimed back from the government.

# Other recent developments

- Now that furlough has ended, and the fallout from successive lockdowns is felt, businesses looking to reorganise the way they work should make sure they are compliant with the relevant legislation and have carefully considered the changes they want to make.
- Employers looking to be successful in recruiting and retaining the best staff must consider what they are offering staff.
- As the wants and needs of employers change, employers need to carefully consider their talent and reward management strategies, and how they can be implemented to maximise their effectiveness.
- Taking advantage of government schemes such as apprenticeships and traineeships will enable employers to develop their own talent and develop them in ways most needed by the organisation.
- As mental health continues to become a focus point for many, steps need to be taken to address and protect employees' mental health at work.

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# Thank you

