



Bribery Act 2010

UK legislation was due to be implemented in October 2010, delayed until April 2011, that would require employers to have procedures in place to prevent bribery and corruption occurring.

The UK Government is now reviewing this as part of a drive to ease burdens on businesses. Firms have expressed their concerns that acceptance of corporate gifts such as bottles of wine, event tickets, hospitality etc. could expose them to accusations of bribery.

Further guidance is expected to be issued shortly on this in order to make implementation of the Act practical. It is expected that when guidance is issued it will be followed by a 3 month notice period before the Act is implemented.

Additional Bank Holiday for Royal Wedding on 29 April

Extra bank holidays have been granted in the UK and IOM to celebrate the Royal Wedding on 29 April. Whether staff have an automatic right to time off will depend on how their employment contract is worded e.g. "20 days' holiday plus bank holidays" – staff would be entitled to the extra day. "28 days' holiday per annum including bank holidays" – this does not automatically provide a right to time off on 29 April.

Review the wording of your contracts and consider the impacts to your business and on staff morale if you decide against providing the day off as a holiday.

Welcome to SmartHR's February 2011 E-Newsletter

Our newsletter will be distributed on a monthly basis, providing articles of business interest, HR news / updates and information regarding SmartHR's business solutions. *We hope that you find this newsletter of interest and share it with your colleagues.*

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UK To Abolish Default Retirement Age from October 2011

The Government has confirmed that it will abolish the default retirement age of 65 by 1 October 2011. From 6 April 2011 employers will not be able to issue any notifications of compulsory retirement. Between 6 April and 1 October 2011 only people who were notified before 6 April and whose retirement date is before 1 October can be compulsorily retired using the default retirement age. Although the Government is removing the default retirement age, it will still be possible for employers to operate a compulsory retirement age provided that they can objectively justify it.

Review if your existing and template employment contracts include a default retirement age in them and take appropriate actions to update them to avoid potential unfair dismissal claims.

Review any current policies and procedures that are linked to a retirement ages to avoid potential age discrimination claims.

Review your performance management system and ensure that your managers are skilled at managing performance and dealing with underperformance issues, regardless of a person's age.

... and educate your Managers!

For assistance, call Gail on 619619 or email gail@SmartHR.co.im.

SmartHR delivers a range of supporting 'skills workshops' for your Supervisors / Managers: managing performance, managing performance problems, effective appraisals and objective setting, and managing discipline and grievances.

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February 2011 – Changes to UK Tribunal Compensation Limits

From 1 February 2011 the upper limit on a week's pay has increased from £380 to £400 (this figure is used to calculate statutory redundancy pay and the 'basic' award for unfair dismissal). The maximum redundancy payment / basic award has risen from £11,400 to £12,000. The maximum compensatory award for unfair dismissal has increased from £65,300 to £68,400. The maximum that an unfairly dismissed employee can recover (basic award plus compensatory award) is £80,400.

April 2011 – Changes to UK Employment Legislation

Equality Act 2010 – provisions to allow positive action in recruitment and promotion come into force from April 2011. The provisions in the Act requiring mandatory gender pay reporting will not be implemented for the time being and the Government will instead develop a voluntary scheme.

Additional Paternity Leave and Pay – up to 3 months' pay at the statutory rate and 3 months unpaid leave for parents of babies due (and adoptive parents notified of a match) on or after 3 April 2011. The new right applies where the mother ends her maternity leave early, which allows the father to take the remainder of the leave.

Flexible Working – the Government is consulting further on whether to extend the right to request flexible working to all employees. As a preliminary measure the right to request flexible working will be extended to parents of children under 18 years old from April 2011. Currently, in the UK it is only available to parents of children under 17, disabled children under 18 and certain carers.

Proposed 2015 shared parental leave plan could mean UK fathers take up to 10 months off work

Currently new fathers are entitled to take 2 weeks' paternity leave. In April 2011 this is being extended and fathers can ask to take the remaining 6 months of their partners' maternity leave if they return to work early. The first 3 months would be paid at the statutory rate and the remaining 3 months would be unpaid leave (unless an employer provides an enhanced benefit).

Under the new proposal, mothers would still be guaranteed the first 6 weeks off at 90% of their full pay (unless an employer provides an enhanced benefit). However, the remainder of the 46 weeks of parental leave may be able to be shared in a variety of ways. Potentially this could mean that fathers could take all the remaining leave – up to 10 months. Other flexible options could be included such as both parents taking time off at the same time and leave being split into 'chunks' rather than taken as a single block.

Mercer provides comparison data of Employers' & Employees' views on key reward factors in attracting, retaining and motivating employees

	Employer	Employee	Difference
Attraction:			
Base pay	54%	44%	+10
Career development	47%	30%	+17
Bonus	43%	8%	+35
Organisational culture	43%	5%	+38
Job satisfaction	39%	47%	-8
Job security	20%	59%	-39
Training and development	20%	15%	+5
Work-life balance policies	15%	25%	-10
Retention:			
Job satisfaction	61%	52%	+9
Career development	59%	23%	+36
Organisational culture	39%	4%	+35
Bonus	35%	18%	+17
Base pay	19%	40%	-21
Desirable work environment	14%	18%	-4
Work-life balance policies	14%	31%	-17
Job security	10%	38%	-28
Motivation:			
Job satisfaction	47%	44%	+3
Career development	43%	20%	+23
Organisational culture	41%	3%	+38
Job security	29%	51%	-22
Training and development	29%	13%	+16
Base pay	27%	44%	-17
Work-life balance policies	24%	31%	-7
Pension	23%	24%	-1

How does this compare to your organisation? Do you and your employees value the same motivational rewards?

UK Tribunal Claims Rose 56% in 2010 – 236,000 cases

The UK Government has opened a public consultation process on the reform of employment tribunals. The coalition is seeking views on how workplace disputes can be resolved at an earlier stage and how the tribunal service can be made as “user – friendly and effective as possible”

Suggestions raised include: introducing an up-front fee for an employee to commence a tribunal case, and doubling the length of service an employee is required to have completed before being able to lodge a claim for unfair dismissal i.e. from 1 year to 2 years

Do you need assistance in reviewing and updating your policies and procedures regarding forthcoming legislative changes e.g. Additional Paternity Leave, Flexible Working, abolition of the Default Retirement Age?

Call Gail on 619619
or email
gail@SmartHR.co.im

SPECIAL FEATURE: EMPLOYEE ENGAGEMENT & SUTSAINABILITY

The CIPD's Shaping The Future programme in which 6 top employers shared their real-life experiences of delivering sustainable performance to improve employee engagement reveals that there are 8 themes that are important for sustainable organisational performance:

- **Alignment:** Perceptions of consistency, fit, links or integration between the values, behaviours or objectives of different stakeholders, both internal and external and with the organisation purpose.
- **Shared purpose:** An organisation's purpose is its identity, the reason why it exists and the golden thread to which its strategy should be aligned. Shared purpose take the connection with the organisational purpose one step further to be shared by all employees and often beyond, to include external stakeholders.
- **Leadership:** Senior leaders articulate a future-orientated vision in an appropriate style that informs decision-making and empowers employees to achieve organisational effectiveness. The ability to lead, however, is not confined to senior leaders and can be demonstrated at all levels.
- **Locus of engagement:** People can be engaged at different levels and with various aspects of the organisation or the work and their engagement can be transactional or emotional in nature.
- **Assessment and evaluation:** The processes that occur at different organisational levels to gather qualitative and quantitative information, to assess the impact of actions and inform decision-making.
- **Balancing short-term and long-term horizons:** Active awareness, management and communication of both known and unknown organisational issues and pressures affecting the short-term (less than 1 year timeframe) while maintaining an active focus on longer-term priorities (1 year+).
- **Agility:** The ability to stay open to new directions and be continually proactive, helping to assess the limits or risks of existing approaches and ensuring that leaders and followers have an agile and change-ready mindset to enable them, and ultimately the organisation, to keep moving, changing & adapting.
- **Capability-building:** Equipping the people in the organisation with the skills and knowledge they need to meet both present and future challenges. Identifying existing necessary and potential capabilities, ensuring they are accessible across the organisation. Capability-building applies not only to individuals, but also to teams and organisations.

These then feed into 10 insights which encourage employers and HR practitioners to take a long-term view about what will really make the difference for the long-term performance of their organisation.

The CIPD's full report on Shaping The Future is available at cipd.co.uk/shapingthefuture

How effective is your recruitment and selection process?

Recruiting and selecting people is a time consuming and costly exercise. How effective is your current recruitment and selection process? Could it be improved? Would your Managers benefit from refresher training?

On 16 February 2011, SmartHR will be delivering an 'Effective Recruitment & Selection' skills workshop (at The Empress Hotel – 9am to 4.30pm). The course runs through the whole recruitment and selection process from identifying a job role, through to advertising, screening applicants, preparing for and conducting effective interviews, and completing the offer process. Participants will enhance their skills in managing the recruitment and selection process and will receive various template letters, forms and checklists for their future use.

At only £225pp this is excellent value for money to make your recruitment process more effective. To book, call Gail on 619619 or email gail@SmartHR.co.im



SmartHR can assist businesses in many ways:

- Strategic HR planning/audits/healthchecks
- Adhoc/interim HR projects
- Retained HR support – onsite & offsite
- Updating/creating HR policies & procedures
- Contracts of employment
- Employment documents e.g. letters, forms
- Employee handbooks & induction processes
- Performance management/appraisal systems
- Process improvements
- Managing absence
- Succession planning
- Managing discipline & grievances
- Management development/skills workshops
- Approx. 250 template HR documents are available to be purchased & downloaded from SmartHR's E-HR Shop at www.SmartHR.co.im

SmartHR is delivering the following 'Skills Workshops' at The Empress Hotel in order to enhance people management performance:

16 Feb – Effective Recruitment & Selection (full day £225pp)

22 Feb – Train The Trainer (two days £375pp)

10 Mar – Effective Team Meetings (half day £145pp)

17 Mar – Managing Absence (full day £225pp)

24 Mar – Coaching & Feedback Skills (half day £145pp)

7 Apr – Managing Discipline & Grievances (full day £225pp)

14 April – Managing Stress (half day £145pp)

21 Apr – Effective Time Management (half day £145pp)

19 May – Negotiating & Influencing (full day £225pp)

Further details can be found on the Events Page at www.SmartHR.co.im

