



SmartHR provides a range of professional and cost effective HR management and training outsourcing solutions for businesses, including...

- **Strategic HR audits & planning**
- **HR health checks**
- **Recruitment assistance**
- **Contracts of employment**
- **Employee handbooks**
- **Induction processes**
- **Reviewing, updating and / or creating HR policies & procedures (IOM and UK)**
- **Employment documents e.g. letters, forms, checklists**
- **Training and development via 'Skills Workshops'**
- **Coaching e.g. managing absence, managing discipline and grievances**
- **Performance management / appraisal systems**
- **Adhoc / interim HR projects**
- **Succession planning**
- **Change management initiatives**
- **Redundancy management & outplacement services**

We can provide HR retained service packages for a fixed monthly fee, assist with projects on a fixed fee basis, or you can use our services on a 'pay as you go' basis.

You can also purchase template HR documents from our online 'E-HR Shop' at www.SmartHR.co.im

Welcome to SmartHR's May 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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Managing Director, Smart HR Solutions Limited

Forthcoming employment legislation changes:

UK: 1 July 2011 – Bribery Act 2010

The Act incorporates 4 possible offences:

- 1) bribing another person – to offer, promise or give a financial or other advantage to another person to perform a relevant function or activity improperly;
- 2) being bribed – accepting, agreeing to accept or requesting a reward in return for performing a relevant function or activity improperly;
- 3) bribing a foreign official – where a person offers, promises or gives a financial or other advantage to a foreign public official in the performance of his / her duties or official functions in a situation where the public official was not permitted or required by law to be influenced;
- 4) failure of commercial organisations to prevent bribery – a commercial organisation will be liable to prosecution if a person associated with it bribes another person intending to obtain or retain business or an advantage in the conduct of business for that organisation. *The commercial organisation will have a full defence if it can show that despite a particular case of bribery it nevertheless had adequate procedures in place to prevent persons associated with it from bribing.*

UK: 1 October 2011 – The Agency Workers Regulations 2010

The regulations provide all agency workers with a right to equal treatment over basic employment and working conditions including: holidays, public holidays, working time, overtime and pay – compared with their directly recruited counterparts after 12 weeks in a job.

UK: 1 October 2011 - Default Retirement Age abolished

Employers can lawfully retire an employee who is already 65 or will turn 65 on or before the 30 September 2011. Employers must provide between 6 and 12 months' notice of their intention to retire an employee before the intended retirement date.

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Senior Management should lead the talent management process and be committed to creating succession opportunities.

Line Managers should contribute by...

- 'talent spotting',
- building relationships and creating trust,
- listening,
- providing ongoing coaching and feedback,
- encouraging and motivating,
- stretching people's abilities,
- delegating,
- reviewing individual performance regularly,
- helping employees to create realistic PDPs,
- discussing career aspirations, and
- evaluating individual potential for future roles

HR has a key role in...

- supporting and facilitating the process,
- liaising with management,
- giving career advice,
- assessing and advising on development needs,
- designing and managing assessment processes,
- managing succession tools / systems and data; as well as
- strategic workforce planning

SPECIAL FEATURE: TALENT MANAGEMENT – HAVE YOU GOT THE X FACTOR?

Part of your Company's long-term strategy should be to address talent management and succession planning. Good people management practices will help you to manage your talent in order to provide a continuous flow of successors for key identified positions that are aligned to short-term and long-term business needs.

You should already be regularly reviewing and appraising the ongoing performance of your people. In addition, you should look at your long-term people needs. Your succession planning process should identify the 'key roles' in the business, the key skills and competencies required for those roles, and identify internal people with the potential to be developed to fill these future positions.

Succession planning should incorporate future changes that you are aware of e.g. any known retirements, promotions, internal transfers etc., as well as building in contingency for unexpected leavers. It is about reducing the risk involved in the loss of key personnel by preparing their possible replacements (the 'talent pool') in advance.

An important part of the talent management process is holding effective career discussions and encouraging openness regarding career aspirations and development expectations. These discussions need to be handled sensitively and with care.

If your business is multi-jurisdictional, then incorporate identifying mobility preferences into your process. These can be categorised into regions e.g. IOM, UK, Europe etc.

You may not be able to fill all positions internally. However, discussing continuous professional development, putting in place PDPs, providing structured career paths, and encouraging promoting from within can create a motivating and rewarding environment for people to work in - and encourage retention.

Measures of success will be the retention of those in the 'talent pool'; monitoring what happens to them, how they are developing within the Company, and if they fill future vacancies in the timescales identified and required.

There are various tools that can be used to evaluate the potential of future leaders, such as: personality profiling, cognitive testing, assessment centres and simulations; and various systems to manage succession planning.

Whatever system or process you use, it is important that it is reviewed and updated regularly, and it provides the data you need for business decision making.

As with your organisation, talent management and succession planning is not static and needs to continuously evolve.

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Workshop content:

Day 1:

- The role of Line Managers
- Working with HR
- Equal opportunities & discrimination
- Family friendly rights
- Other statutory rights
- The 'Employee Life Cycle' – Line Manager responsibilities
- Recruitment & selection
- Inducting a new employee
- Setting standards & managing performance

Day 2:

- Managing performance (continued)
- Managing absence
- Managing employee records & data
- Managing discipline & grievances
- Motivating, engaging & developing your people
- Succession planning for the future
- Managing leavers
- Fairness & consistency in management
- The impact of Line Manager behaviour
- Key people management skills
- Summary and quiz

To find out how SmartHR can add value to your business call Gail on 619619, email gail@SmartHR.co.im or visit our website at www.SmartHR.co.im

NEW SKILLS WORKSHOP

“ESSENTIAL HR FOR LINE MANAGERS”

Are you promoting someone to a supervisory or line management position? Or do you want to enhance the HR knowledge of your existing managers?

This 2 day course is a MUST for all Line Managers and Supervisors and is ideal to be incorporated into a new Manager's Induction or Training and Development Plan.

Introduction:

Being appointed into a Line Manager position holds significant responsibilities, a key part being the ability to effectively recruit and fairly and consistently manage others. This practical 2 day workshop will provide Line Managers with an overview of their management responsibilities, the key elements of employment legislation to be adhered to, best practice approaches to people management, and how to tackle issues that arise in the workplace.

Course Aim:

Participants will identify the role and responsibilities of being a Line Manager, understand the various stages of an 'Employee's Life Cycle' (from attracting candidates through to termination of employment), together with the key principles of employment legislation and the activities undertaken during the stages of the cycle. Practical exercises will be completed in: creating a person specification, identifying selection methods and when to use them, identifying main terms of employment, planning induction programmes, managing probationary periods, setting 'SMART' objectives, handling performance problems, identifying employee data to be managed, handling a grievance, and identifying unfair and potentially fair reasons for dismissal.

Learning Objectives:

- To provide an overview of the key principles of employment legislation and how they impact on recruiting and managing people
- To understand the importance of good people management practices
- To identify the 'Employee Life Cycle' and the activities undertaken during the various cycle stages
- To understand the importance of fairness and consistency and the impact of Line Manager behaviour
- To identify best practice approaches to managing performance and managing performance concerns
- To identify unfair and potentially fair reasons for dismissal

First course: 23 & 24 June 2011 – only £375pp

This course can also be delivered internally and can be a cost effective solution if you want to train 4 people or more

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- **Wang v University of Keele - UK EAT states contractual notice, whether verbal or written, begins the day after notice is given** (unless the person's contract provides for something different) – and this can determine whether a claim is in time or not (i.e. if it is within the 3 month timeframe for an unfair dismissal claim).
- **Iqbal v Dean Man Solutions - UK Court of Appeal has decided that even if two letters from a former employer did not constitute harassment, adding a third that did justified an employee's bullying claim.** It said each letter in the case deliberately and wrongly attacked the claimant's professional integrity and, taken together, they met the "course of conduct" test required by the Protection from Harassment Act 1997.
- **Tullet Prebon PLC and Others v BGC Brokers LP and Others - In this case it was found that there had been a conspiracy to induce brokers at Tullett Prebon to breach their contract.** Although it is not unlawful to approach an employee of another organisation with the intention of attracting him / her to another organisation, that employee will be in breach of contract if he / she does not abide by any reasonable restrictive covenants. ***The brokers were ordered to repay signing, loyalty and retention bonuses paid by Tullet Prebon.***



Do you need HR assistance on a temporary or interim basis to complete or assist with specific HR projects?
Or to provide absence cover?

Contact Gail to discuss on 619619 or email gail@SmartHR.co.im

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

19 May – Negotiating & Influencing (1 day)

20 May – Managing Stress (1/2 day am)

20 May – Delegation Skills (1/2 day pm)

26 May – Effective Appraisals & Objective Setting (1 day)

23 & 24 June – Essential HR for Line Managers (2 days) ***NEW WORKSHOP***

29 & 30 June – Train The Trainer (2 days)

7 July – Managing Performance (1 day)

14 July – Managing Performance Problems (1 day)

21 July – Effective Recruitment & Selection (1 day)

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

To book – contact Gail on 619619 or email: gail@SmartHR.co.im

