



SmartHR provides a wide range of professional and effective outsourced HR solutions to businesses and individuals. With almost 20 years HR management experience, we utilise our skills and knowledge to assist clients in 3 areas: Recruitment, HR Consultancy and Training.



Recruitment:

- Executive Appointments
- **General Recruitment**
- Interim Positions



HR Consultancy:

- HR Consultancy and Advice
- **Tailored Business Support Packages for a fixed monthly fee**
- HR Healthchecks and Planning
- **Employment Contracts and Staff Handbooks (IOM and UK)**
- HR Policies and Procedures
- **Induction, Performance Review and Succession Processes**
- Ad hoc / Interim HR Projects
- **Online E-HR Shop to purchase template employment documents**



Training:

- 'Skills Workshops' to improve people management skills
- **Coaching e.g. managing absence, managing discipline & grievances**

Welcome to SmartHR's October 2011 E-Newsletter

We hope you find this newsletter of interest and share it with your colleagues. Gail Yeowell Chartered FCIPD FInstAM(Dip) FCMI FIRP
Managing Director, Smart HR Solutions Limited

UK Employment Law Changes Now Effective:

Abolition of the Default Retirement Age (age 65)

From 1 October 2011 there is no default retirement age, and retirement will no longer be one of the potentially fair reasons for dismissal. It may be possible for employers to have an 'employer-justified retirement age' (EJRA) if it can be shown that it has a legitimate aim and is a proportionate means of achieving the aim. A legitimate aim could be relating to health and safety, training requirements for a job, or the needs and efficiency of the business.

Agency Workers Regulations

Agency workers now have a right to equal treatment over basic working and employment conditions once they have completed a 12 week qualifying period. Relevant terms and conditions include: pay (sums payable to a worker of the hirer in connection with the worker's employment – fee, bonus, commission, holiday pay or other emolument), the duration of working time, night work, rest periods and annual leave.

During an assignment, the agency worker has the right to be treated no less favourably than a comparable worker in relation to the collective facilities and amenities, which includes: canteen or other similar facilities, child care facilities, and transport services.

In addition, during an assignment agency workers have the right to be informed by the hirer of any relevant vacant posts / vacancies with the hirer, in order to give the agency worker the same opportunity as a comparable worker to find permanent employment with the hirer. The hirer may inform agency workers by way of a general announcement in a suitable place in the hirer's establishment e.g. vacancy postings on a company notice board in a general / staff area that the agency worker has access to.

"Our aim is to be your trusted and preferred HR services provider – delivering effective solutions and customer service excellence"

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Effective succession planning should actively focus on developing the right people so that you can 'grow your own' talent and leaders for the future. Developing talent for the future is essential.

Just 20% of HR professionals in the UK rated their ability to fill leadership positions as 'strong' or 'very strong'. Where you recruit externally, ensure that your process is robust and that you clearly identify the skills, knowledge and attributes that your organisation needs. If using external recruiters, ensure that they understand your business and the job role well, and clearly know what you are looking for.

Management culture: the organisation's culture should also be one that encourages and allows leaders of all levels to develop and fulfil their potential. Leaders need to be able to make decisions, be innovative and influence others without being stifled or micromanaged. Creating a shared sense of purpose, values and aspirations that are meaningful to employees will also help.

The research demonstrates that organisations with the highest quality leaders were much more likely to outperform their competition in key bottom line metrics such as financial performance, quality of products and services, employee engagement and customer service; as well as in retaining their people.

As effective leadership is important to long-term business success, it is not something that should be ignored. If you are not already doing so, review and plan your leadership development now...

SPECIAL FEATURE: EFFECTIVE LEADERSHIP

According to a recent global leadership survey completed by DDI and the CIPD only a third (36%) of UK leaders and one in five (18%) of UK HR professionals rate the quality of leadership as 'high' in their organisations. *Does this reflect opinion in your organisation?*

In terms of leadership development, two key questions can be asked:

- Are we investing in developing the right skills in the first place?
- Are we developing the right skills, not just for today but also for tomorrow?

The survey identified three drivers of leadership quality:

- Leadership development
- Talent management
- Management culture

Three key skills were identified to ensure success: driving and managing change (69% of leaders identified this), making difficult decisions (identified by 34%), and executing organisation strategy (32%).

Leadership development: although leadership development budgets remain tight, it is important that any cut back of spending on leadership development does not have a detrimental impact on the development of your managers, their leadership capabilities, and ultimately on your organisation's future business success.

You can use formal workshops, computer / web-based learning, coaching sessions, and projects to develop your leaders; as well as more formal mentoring programmes and professional qualifications.

The leaders surveyed both in the UK and globally identified that formal workshops were the single most effective development method.

Development programmes are likely to be most effective when they use a blended approach of different learning methods.

Talent management: this should be a key area of focus, starting with selecting the right leader, ensuring their induction / 'onboarding' is effective, aligning their performance to strategic goals with an effective performance management system (to monitor, inspire and improve performance), and having effective development activities linked to succession planning needs.

Leaders should receive constructive and timely feedback on their performance and guidance on their ongoing development.

Are you starting to think about preparing to conduct your year-end performance appraisals?

Are your Managers confident in conducting appraisals, setting effective performance objectives, and providing constructive feedback?

Would your Supervisors, Team Leaders, Managers & Senior Management Team benefit from receiving training?

SmartHR delivers a range of training courses designed to enhance management skills and competence, including:

Effective Appraisals & Objective Setting

Managing Performance

Coaching & Feedback Skills

These can be delivered internally or externally

UK Employment Appeal Tribunal finding...

Zulhayir v JJ Food Service Ltd (case ref UKEAT/0593/10)
Zulhayir had been on sick leave for almost 6 months. His employer had tried several times to contact him during this period regarding his absence. A letter was sent to the employee asking whether he still wished to work for the Company, saying that if he didn't respond by a certain timeframe then the Company would consider him to have terminated his employment by his own volition i.e. that he would have dismissed himself. The letter was subsequently returned to the Company as the employee had moved address and had not advised his employer. Zulhayir proceeded to claim unfair dismissal. The original Employment Tribunal struck out his claim based on previous case law. Zulhayir subsequently appealed and the EAT upheld his appeal confirming that there was no legal basis for the concept of 'self-dismissal'. To try and argue that an employee has sacked himself / herself will not prevent that person (who would otherwise qualify for unfair dismissal rights) from making a claim.

Something to consider...

In light of the Chief Executive of Manchester City Football Club resigning after being involved in an allegation relating to an offensive and inappropriate email, you may want to consider reviewing your Company's IT Usage/Email Policy to ensure that employees are aware that email and internet monitoring is carried out, where it is permissible to do so, and that there is clear communication surrounding unacceptable behaviour when using email, the internet and accessing social media sites.

You may also want to review your Company's Disciplinary Policy to include 'bringing the organisation into serious disrepute' as an example of gross misconduct – which is usually grounds for summary dismissal / immediate termination i.e. without notice or a payment in lieu of notice.

Did you know??

SmartHR can provide assessment and development services. Working with our partner, we offer a range of online psychometric tests, as well as ability, personality and motivation tests – all on a pay per use basis. The tests range from situational judgment tests for screening for administrative positions, to tools designed to measure suitability for leadership positions (and everything in between!).

These services also support our recruitment solutions. If you have a particular vacancy to fill, we can work with our partner to identify appropriate assessment tools to support your selection process.

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

UK Govt announces unfair dismissal changes

The Chancellor has confirmed that it will progress with doubling the qualification period for unfair dismissal tribunal claims from 1 year to 2 years; and requiring a fee to be paid for lodging a tribunal case.

Bribery Act – first worker charged

A first charge has been made in relation to the UK's new Bribery Act. A Court Clerk has been charged for allegedly taking a kickback at work to waive a traffic penalty for a Court defendant. The Clerk is accused of accepting a £500 bribe to leave a traffic penalty off a legal database. The Clerk also faces other charges of misconduct in a public office and perverting the course of justice. His court appearance is scheduled for 14 October – so look out for a future update!

Health and Safety Regulations to change - RIDDOR

Changes will be implemented in relation to Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995) to align it to the UK's 'fit note' reporting. Reporting of fatalities, major injuries, some categories of 'near misses' and employee absence from work for more than 3 consecutive days will be **extended to 7 consecutive days** when changes to the Regulations are implemented on 6/4/2012.



SmartHR's Recruitment Services

Whether you are an employer looking to fill a specific job vacancy, or a candidate seeking a new opportunity, we will work in partnership with you to understand your needs and provide you with a *professional, confidential and dedicated personal service.*

Contact Gail on 619619 / 478764 to discuss your requirements

Visit our Recruitment Page at <http://www.SmartHR.co.im/recruitment>

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

13 Oct: Effective Recruitment & Selection (1 day)

19 Oct: Managing Performance (1 day)

25 Oct: Managing Discipline & Grievances (1 day)

26 Oct & 16 Nov: Effective Appraisals (1 day)

27 Oct: Managing Performance Problems (1 day)

3 Nov: Managing Absence (1 day)

8 Nov: Negotiating & Influencing (1 day)

15 Nov: Coaching & Feedback Skills (am)

15 Nov: Managing Stress (pm)

17 Nov: Effective Team Meetings (am)

17 Nov: Effective Time Management (pm)

Further details can be found on the Events Page at www.SmartHR.co.im
To book email: gail@SmartHR.co.im

