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Newsletter

November 2008

Welcome to the 52nd edition of your monthly HR newsletter.
In this issue we cover:

- o Recent Employment Tribunal (ET) Outcomes
- o Taking Stock
- o Additional Products & Services
- o Question and Answer

Please note that from January 2009 the Complete People Management newsletter will be produced on a 6-monthly basis*. You can however choose to subscribe to your company's very own monthly or quarterly newsletter. Visit here to find out more:

http://www.completepeoplemanagement.co.uk/15/records/279/14%20Brochure%20HR%20E-NEWSLETTERS.pdf?form_23.replyids=7&form_15.userid=4&form_15.replyids=279&form_23.userid=2&form_23.replyids=7

*Clients who subscribe to the annual employment advice service will continue to receive the newsletter monthly.

At **Complete People Management Ltd** we want you to receive a newsletter that is informative and assists you in dealing with your people matters. If you like the newsletter, tell someone about it. If you don't, please tell us. Your feedback is important to us.



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Employment Statistics

Visit the website to find out more:

http://www.completepeoplemanagement.co.uk/24/?form_16.userid=4&form_16.replyids=9



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Recent Employment Tribunal Outcomes



RBS versus Harrison - Time Off for Emergencies

The EAT has held that time off for emergencies is not limited to last minute unavailability.

Mrs Harrison was notified of the unavailability of her child-minder two weeks prior to the time taken off for the emergency. The time between discovering the fact that the child-minder was not available and when the time off was taken was questioned as to whether this time off was in fact necessary.

The ET considered that the time off was time off for an emergency.

Kerelaw Residential Unit versus Hunter – Unfair dismissal

Mr Hunter was the head of the special school – Kerelaw Residential Unit. In 2006 the school was shut down following a police investigation into child abuse. Two men were found guilty of child abuse. Mr Hunter was in charge of both the secure and open units and was dismissed following allegations of gross misconduct. The allegations related to youngsters being turned upside down and dumped in a cell by five employees.

The ET found that there was no evidence that Mr Hunter had engaged in or witnessed these acts.

Mr Hunter was found to have been unfairly dismissed and there had been an unreasonable delay in hearing his appeal which took 7 days between December 2005 and August 2006. Mr Hunter was awarded £62,680.

Transport for London (TfL) versus Mahoney – Institutional Racism

Transport for London runs the London Underground (LU). Mahoney was employed as a station supervisor and claimed racial discrimination following intimidation by a black colleague. Mahoney alleged that the LU had not acted upon his bullying allegations because he was white. Mahoney stated he feared for his personal safety and that of his family.

The ET found that Mahoney had been racially discriminated against. The internal investigation into Mahoney's claim was considered by the ET as "sub-standard."

The ET ruled that Mahoney should receive an official apology and was awarded £6,000 for injury to feelings.

More ET cases here:

http://www.completepeoplemanagement.co.uk/24/?form_16.userid=4&form_16.replyids=10



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Taking Stock

Not wanting to state the obvious or to remind you of the current economic climate however these are challenging times for all. Some business will flourish while others will not. The difference between the two will undoubtedly relate to the management of employees. It is therefore the ideal time to take stock and safeguard your business and be one step ahead of the competition. For those of you with businesses that deal with products you will be familiar with the term taking stock. Taking stock of your employees is a little more complex than simply counting each and every one of them however it is an ideal opportunity to understand fully the talent you have on board and to decide whether this fits your short and long term business needs.

According to a recent survey by Ceridian over 50% of employees plan to stay with their current employer. This is all well and good so long as these employees are right for your business both now and in the future. You will know this if you know the skills, abilities, qualities and potential of each and every employee. So.....now is the ideal time to take stock of the talent you have in your workforce and here are some questions to help you achieve this:

- Where your business is right now and in what direction should it be going? What is your business strategy?
- If you need to increase sales? Then seek your employees' ideas.
- If you need to reduce costs? Again seek your employees for ideas. Tell them exactly the current situation and tell them you value their input. Remember that they will want to safeguard their jobs as much as you don't want to have to implement any labour reductions.
- Is each and every one of your employees' right for your business today and tomorrow?
 - What skills, abilities and qualities do you need during these challenging times?
 - What skills, abilities and qualities do you need to develop your business in the longer term?

Serious consideration and respective actions need to be put in place to:

- Manage poor performers. Do they have the capabilities or are simply not performing to the standards required? Whatever the reason you cannot afford to let these employees continue to not perform.
- Coach and mentor employees who meet the job standards to stretch their abilities.



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Taking Stock continued....

- Continue to recruit where you have vacancies, where your current employees do not have the appropriate skills and there is no opportunity to train new skills to your employees.

There are a number of tools and methods to help you take stock of where you are at. They include:

- Performance appraisals. To learn more about How to Manage Performance Appraisals contact us directly on 0208 8168 726.
- Personality Profiling in order to learn more about whether your employees have the right attitude. To learn more visit:
<http://www.completepeoplemanagement.co.uk/28/text/43/files/Personality%20Reports.pdf>
- Ability and aptitude testing in order to learn more about whether your employees have the right skills and have the capacity to be trained in the right skills. For example, do you need your employees to possess the following skills:
 - Perceptual speed;
 - Reasoning;
 - Number speed and accuracy;
 - Working memory and
 - Spatial visualisation.To learn more visit here:
<http://www.completepeoplemanagement.co.uk/28/text/43/files/Aptitude%20and%20Ability%20Tests.pdf>
- Do you need your employees to have specific computer skills? To learn more visit here:
<http://www.completepeoplemanagement.co.uk/28/text/43/files/Online%20Skills%20tests.pdf>
- What job specific skills your employees need, e.g. driving
- Emotional Intelligence in order to ascertain their managerial and leadership skills and potential. To learn more visit here:
<http://www.completepeoplemanagement.co.uk/75/>

To learn more about these tools and methods to help you take stock contact us on **0208 8168 726** or at info@completepeoplemanagement.co.uk



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Additional Products and Services

We are now working with a number of HR associates across the UK offering additional products and services. You can learn more about each of them here: http://www.completepeoplemanagement.co.uk/15/records/276/September%20%202008.pdf?form_23.replyids=7&form_15.userid=4&form_15.replyids=276&form_23.userid=2&form_23.replyids=7



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- **On site consultancy** - When you require face-to-face HR support
- **Representation at employee meetings** – When you require assistance with formal employee meeting such as disciplinary and grievance. Find out more visit: <http://www.completepeoplemanagement.co.uk/11/>
- **HR Audits** - Establish whether your existing HR system is legally compliant and employee friendly
- **Assessment and Development Centres** - Find out more visit: <http://www.completepeoplemanagement.co.uk/28/?Text43=current>
- **Interviewing** - Compliment the extensive range of selection tools already on offer. Find out more visit: <http://www.completepeoplemanagement.co.uk/28/?Text43=current>
- **TetraMap®** – For better behaviours and performance in the workplace. Find out more visit: <http://www.completepeoplemanagement.co.uk/69/>
- **HR e-newsletters** - Your company's very own HR e-newsletter.
- **Training and Development Audits** - Find out more visit: <http://www.completepeoplemanagement.co.uk/68/>
- **Training and Development Courses and follow up coaching** - Find out more visit: <http://www.completepeoplemanagement.co.uk/68/>
- **Coaching and mentoring** – to provide support with employee performance, maximising potential and skill development.
- **Mediation** – to address workplace issues that result in conflict situations.
- **Myers Briggs Type Indicator (MBTI)** - designed to measure psychological preferences in how people perceive the world and make decisions

Contact us on **0208 8168 726** or email us at info@completepeoplemanagement.co.uk for more information.



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Questions and Answers



At **Complete People Management Limited** we want to help you manage your people effectively. If you have a question that you want answered then ask us. We will not disclose your identity. What have you got to lose? ***It's free!***

Q: How long should an employee warning remain on their file?

A: In the first instance the company policy, the employee's terms and conditions of employment and employee handbook should be checked.

Where the documentation remains silent on the matter it is recommended that any verbal or first written warning should remain on an employee file for no more than 6 months. Where an employee is issued with a final written warning the warning should remain on file for 12 months.

However, where an employee has committed a serious offence the warning may remain on the employee's file indefinitely. It is important that existing company information stipulates such action before it is enforced and the employee is fully aware that such action is being considered before it is invoked.

The newsletter is sent to you each month and includes information about employment legislation changes and top tips on an employment subject in a concise format. Further advice must be sought before any subsequent action is taken. The information published is without responsibility on our part for loss occasioned to any person acting or refraining from action as a result of information published herein. We welcome your feedback and views so please feel free to email us at info@completepeoplemanagement.co.uk If you know of anyone who may also be interested in receiving the newsletter please ask them to register on the company website or contact us directly.

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