



# Complete People Management

Practical, Prompt and Professional HR solutions

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## NEWSLETTER – SEPTEMBER 2009

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.

In September's newsletter we cover:

- Hidden Costs of Social Networking
- Recent Employment Tribunal Outcomes
- Focus part 2
- Question and Answer



Sue  
Schoormans  
Managing  
Director

## Hidden Costs of Social Networking

In June's newsletter we asked the following questions:

- **How much time do your employee's spend during working hours on social networking?**
- **How are you managing the associated risks?**

I now feel it necessary to remind you of the risks to your business following the ban imposed on employees at Portsmouth City Council. Employees can no longer use the Facebook social networking site during normal working hours. Employees are however allowed to access the site during lunch breaks and after work and to present a business case if they wish to use it at other times.

**The council discovered that 572 hours / 71 working days had been used to access the site in just one month**

## Quote of the Month

In any situation the best thing you can do is the right thing; the next best thing is the wrong thing; the worst thing you can do is nothing.

Theodore Roosevelt



## Recent Employment Tribunal Outcomes



### HMRC v Anabel's - Restaurant Tipping and Wages

In this long running case the Court of Appeal has accepted the view of HMRC that tips do not form part of the National Minimum Wage (NMW). Such tips were received by Anabel's, transferred to the troncmasters (senior managers) bank account and then distributed to employees.

The Court of Appeal held that the troncmasters operated independently of the employer, Anabel.

**From October 1<sup>st</sup> 2009 employers will be prohibited from using tips to satisfy their obligations in paying employees the NMW.**

### Amnesty International v Ahmed

The EAT has upheld the ET's decision that direct race discrimination took place when Ahmed (Sudnese) was refused a job as a Sudanese researcher.

Amnesty International had argued that such an appointment would appear to lack impartiality.

The EAT found that the decision to not appoint Ahmed was solely based on her ethnic origin and was therefore directly discriminating.

To keep up to date with ET cases visit here:

[http://www.completepeoplemanagement.co.uk/24/?form\\_16.userid=4&form\\_16.replyids=10](http://www.completepeoplemanagement.co.uk/24/?form_16.userid=4&form_16.replyids=10)



## Focus (part 2) SMART



Last month I introduced you to the 80/20 rule.

This month the focus is on setting SMART goals/targets/objectives that aim to increase productivity and therefore sales.

So what exactly are SMART goals?

**S = Specific, detailed**

**M = Measurable. Numbers, comparisons. Able to track progress.**

**A = Agreeable/Achievable. Feasible, actionable.**

**R = Realistic/Relevant. Resources are available.**

**T = Timely. Set a time line for motivational purposes and to check progress.**

They are therefore important:

- To get results and improve performance through developing skills, abilities and knowledge
- To improve the relationship between the manager and employee
- To encourage people to give their best performance
- To have a tool against which to measure results

So next, focus on the employees who work with the products/services/customers who generate the most profit.

- Analyse the work the employees do and how they do it
- Set them SMART goals in order to achieve more success in this area

Finally, focus on the employees who work with the products/services/customers who generate the least profit.

- Ask yourself if the work these employees do is right for the business particularly as it dilutes overall profit. Is the work aligned to your core business, is the customer good for company image, is it a new market you are venturing in? If you decide to continue with these products/services/customers then:
- Analyse the work the employees do and how they do it
- Share with them how the employees who generate the most profit work
- Set them SMART goals in order to achieve more profit in this area

**Make the targets VISISBLE not "out of sight out of mind"**

To learn more about objective setting contact Sue on 0208 8168 726 or at  
[sue@completepeoplemanagement.co.uk](mailto:sue@completepeoplemanagement.co.uk)



## Question and Answer



At **Complete People Management Limited** we want to help you manage your people effectively. If you have a question that you want answered simply ask us. We will not disclose your identity.

What have you got to lose?

***It's free!***

**Question: We want to hold a meeting with an employee who has been sick for over a month to discuss their absence and obtain a medical report from their doctor. They are refusing to attend a meeting.**

**Answer:**

Just because an employee is on sick leave and cannot work does not mean that s/he is not able to do anything and is not able to attend a meeting to discuss their current sickness absence.

Some employees think that because they are sick they can simply ignore work. This is not true with the exception of if their illness is seriously incapacitating.

- Write to invite them to a meeting with a view to obtaining their consent to obtaining a medical report. If they refuse or do nothing.....
- Write to them requesting a medical report from their doctor. If they refuse or do nothing.....
- Attempt to make contact with their next of kin or attempt to contact the employee by telephone. If this proves unsuccessful....
- Consider the information on file regarding their current absence and decide whether to proceed to implement the disciplinary procedure.

**Always seek further professional advice in such cases**

The newsletter 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.

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