



petaurum

HR

**Human Resources:
A Practical Guide**

www.petaurumsolutions.co.uk

**Success
usually
comes
to those
who are
too busy
to be
looking
for it**



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INTRODUCTION

— Petaurum HR

“Committed to Helping Our Clients Succeed”

Adam Davey, Co-founder and Director of Petaurum HR

At Petaurum HR we believe that good people management doesn't have to be complicated or costly. It can save you time and significantly improve the commitment, loyalty and motivation of your people. This ultimately drives the success and profitability of your business.

People are the greatest asset to any business. This is specifically true for small businesses where several roles can be occupied by one person and successful growth is contingent on securing and retaining talented people.



Considering this, developing a business strategy which details the best way to manage, use and organise people is crucial for driving a successful future.



This is where HR becomes critical. In this Practical Guide we outline the key HR considerations for businesses, whether you're starting up, growing or facing change. Each of these phases will create different demands, challenges and opportunities that need to be met for any business to achieve its goals.

Starting-Up

Have you just set up your business or just started to think about employing people? If so, there is no better time to put the HR building blocks in place. Some of these will be a legal requirement, such as an Employment Contracts and Pensions Auto Enrolment, others will help set out good practice and processes, so everyone knows what's expected from them.



Here is our Employment Checklist for Start-Ups:

1. Register as an Employer and set-up PAYE
2. Comply with your Pensions Auto Enrolment duties
3. Organise Employer's Liability Insurance
4. Ensure you have completed all the necessary checks for Right to Work in the UK for your team. Do any of them need a Disclosure and Barring Service (DBS) check?
5. Provide a written statement of employment particulars to your team members no later than their first day of employment.
6. Tell HMRC the personal details / P45 information about your team members.
7. Set-up your pay and HMRC reporting



To help, we have developed some advice on:

- Setting-up a Payroll (page 7)
- Pensions Auto Enrolment (page 10)
- Employment Contracts and HR Policies (page 14)



Read on to learn more

Growing

Solid foundations

It becomes more important that you have solid foundations in place such as good HR policies, processes and documentation to help set out what you expect from your people and them of you.

A well thought out people plan, aligning your employee activities with your business plan and objectives, will increase the overall likelihood of success.

Setting out the type of skills and experience you need, how to retain and develop your team and how to reward them and keep them motivated, also need to be considered.

You may also be thinking about beefing up your existing HR support and advice to help deal with everyday HR requirements.



DEVELOPMENT



- A** How to further improve performance and motivate your teams
- B** Making sure that all the roles in your business are covered if an unexpected event happens, such as a resignation or sickness for example.
- C** Looking at better ways of communication and engagement to develop innovation, ideas and share experiences.
- D** Providing a range of additional people management skills to managers to help them lead their team more effectively.
- E** Training and developing your team.

As the business grows, it's really important that, as a business owner steps away from day-to-day activity, their ethos and values are maintained within the company.

Part of our work is to get under the skin of what that needs to look like to ensure this happens.

Petaurum HR can act as a mediator. Our specially trained mediators can work through conflict resolution, helping to restore positive working relationships and prevent further instances from reoccurring.

CHANGING

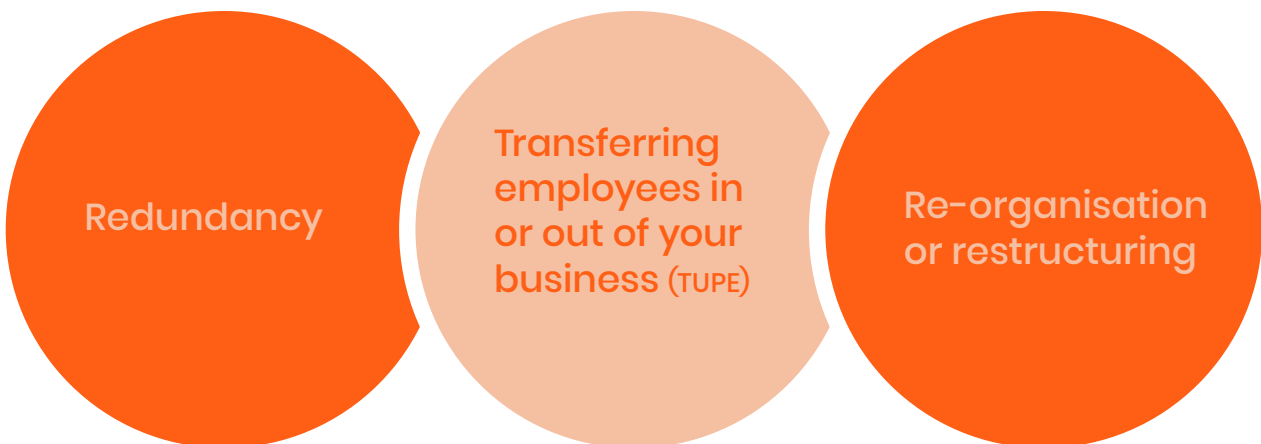
Whilst no business wants to have HR issues or problems, now and again they do crop up! Some will be of a simple nature that can be dealt with, others may be more complex where some specialist support and advice will help achieve the right outcome.

Petaurum HR gives you the peace of mind of knowing someone is in your corner when it comes to handling the more complex and sensitive HR issues.

There's no need to struggle alone or spend your precious time researching employment law and legislation.

If you would like some advice and guidance please get in touch

Some of the issues you may be facing are:



To help, we have developed advice on managing redundancy.

Turn to page 29 to read our 'Managing Change: Redundancy' section

SETTING UP PAYROLL

— How it Works

So, you have taken the plunge and set up your own business and started employing people, now you will need to have the capability to pay them appropriately and meet your Pensions Automatic Enrolment commitments.

As part of your payroll set up you will need to also ensure that



You comply with the wide and various requirements of UK Legislation, such as paying above the National Minimum Wage, ensuring the correct Tax and National Insurance is deducted and paid to HMRC appropriately, to name a few



Under Pensions Automatic Enrolment you are assessing your workers eligibility to join a pension scheme automatically and when they are, you are communicating this fact and processing pensions contributions correctly



You produce payslips every pay period setting out your employees' Gross Pay, any deductions you may be making and their Net Pay



What should your payroll solution look like?

The solution you adopt will depend on a range of factors appropriate to your business, however the two main options are as follows:

Option 1 - Develop your own internal payroll capability within your company

This will require you to have the functionality to set up an employee, gather any pay related information at a point in the pay period, normally referred to as a payroll cut off, and once received apply a series of calculations to ascertain how much Tax and NI will need to be paid.

The majority of companies that select this route purchase or subscribe to a payroll software option which has all the standard calculations built in. Some of the key players in this market are Sage, Xero, Run and Cascade to name but a few.



Ensure your provider provides an update service as part of your package, as if any changes are made to legislation or as a result of budget announcements, your system will need to be updated to reflect these changes to ensure you remain compliant with your duties.



Try where possible to simplify your pay components. The fewer variable payments and changes to basic pay you have the simpler it will be to run and reconcile your pay each pay period. Pay is normally made up of the following:

- Basic pay; normally this is the employee's hourly or daily rate and is subject to tax and NI
- On top of the basic pay you may introduce elements of variable pay; this would include overtime which may have different rates such as time and a half for evenings and Saturdays and double time for Sundays and Bank Holidays
- You may pay allowances such as a call out, shift or stand-by allowance
- You may pay one off payments such as a bonus or incentive payment
- And finally, you will need to decide what wage types would be deemed as pensionable (the implication here is that when paid, these payments will attract additional costs to the employer of up to 3% and deductions for the employee of up to 5%)

All of these payments will need to be set up on your payroll system as separate wage types and then the appropriate calculations applied to them. Having fewer variable and one-off wage types will ensure employees understand how their pay is calculated and reduces the risk of processing errors.

01.

Once you have set up your payroll you will then need to have a system in place to receive pay information to the payroll manager to allow the pay to be calculated; this could be in the form of timesheets or overtime forms for example. Once pay has been calculated you will then need to send the appropriate information to HMRC; this will include:

02.

EPS and FPS files to HMRC – Employer Payments Summary detailing Tax and NI related information the employer has made and Full Payment Submission which HMRC review to see what payments have been made to the employee via payroll

03.

RTI file – Real Time Information to HMRC - detailing who you are employing

04.

BACs or Chaps – to allow payments to be made to employees' bank accounts if not paying by cheque

05.

Pension Provider files and payment – these will contain the pension contributions you have taken from the employee's pay that will need to be paid into their pension scheme by your pension provider.

Option 2 - Outsourcing your payroll to a third-party provider

There are many specialist companies offering an outsourced service, from accountants to Payroll Bureaus.

These normally fall into two groups:

- ✓ Managed Pay Provider – these companies will normally take your pay information and do all the calculations for you to work out Tax and NI payments to HMRC, produce payslips and provide you with a payments schedule. It is then your job to make these payments to employees, HMRC etc.
- ✓ Fully Managed Service – this provides all the services of the Managed Pay Provider but will also make payments on your behalf to HMRC and your employees.

As with Option 1, your outsourced provider will require a full breakdown of your pay components to allow them to set your company on their payroll system, however this is normally done through a mix of completing set-up documentation and meetings. In addition to set-up, the provider will also agree with you how they will receive any pay information required for them to process pay correctly within each pay period. Once set-up your provider will run your pay on your behalf each period.

Summary

In summary whichever option you choose you will need to assess your immediate and longer-term need to ensure your payroll solution meets your ongoing requirements, as paying people quickly and effectively is something your employees will expect. You'll get no thanks when it goes well, but oh boy, wait until something goes wrong!!!

Pensions Auto Enrolment

The Pensions Act requires all companies, under Auto Enrolment, to provide workers with a Workplace Pension Scheme.

Pensions Auto Enrolment means it is the workers' right to be provided a pension scheme and for them to decide whether they elect to remain or leave the scheme.

Automatic Enrolment isn't simply about providing a pension scheme. Whilst this is important, it's also about having the ability to assess every worker and communicate to them when they are automatically enrolled into the pension scheme.

What does this mean?

For any new company you will receive your PAYE reference number from HMRC; the effective date of your PAYE will also be your staging date. You will receive a separate letter from the Pension Regulator setting out your duties. More information can be found on the link below:

<http://www.thepensionsregulator.gov.uk/employers/staging-date.aspx>

Once you know your Staging Date you will then need to prepare for this date, as whilst your duties start when you employ your first employee, the Regulator advises starting the preparation as soon as you can so you are in a position to meet your duties, if your new employee elects to opt into your scheme before they are automatically enrolled.

What will you need to do?

Firstly, you will need to select a Qualifying Workplace Pension Scheme. If you currently have a pension scheme and wish to continue, you will need to check with the provider that it meets the Workplace Pension Scheme rules.

If it doesn't then you will need to either modify the scheme or select a new scheme for Auto Enrolment. When selecting your scheme, it is advisable to check on any charges, as scheme management charges vary, and what investment options and returns they provide.

Once you have selected your scheme the next step is to ascertain what workers you will assess and enroll.

Also, it is worth checking your employment contracts at this stage as you may have clauses in there, that may need amending as a result of Automatic Enrolment.

Once you have established who you will be assessing, you will then need to have the capability to assess these workers every pay period to ascertain whether they qualify for automatic enrolment. Some payroll systems have this capability, so check what functionality yours has and whether or not you will need to upgrade.

What do you need to assess?

The assessment is based on workers' age and earnings; whether they are under the age of 22 or above State Pension Age and earn over £10,000* a year, however this doesn't mean if a worker earns less than £10,000* a year they are excluded, the assessment will look at each pay period so if in any pay period they earn over £833, they will meet the automatic enrolment criteria.

Workers will fall into three assessment groups; Entitled Workers (EW), Non-Eligible Job Holders (NEJH) and Eligible Jobholders (EJH)

- EW and NEJH do not get auto enrolled but have the right to opt in, to join without being auto enrolled at any time
- EJH will be automatically enrolled

On staging and enrolment, you will need to communicate that you have staged, and that the worker has been enrolled, so you will need to have an automatic solution in place. This will ensure you meet the strict communication deadlines or have a manual process to produce letters.

When enrolled, both the EJH and NEJH worker and employer will need to contribute to the scheme. Contribution rates are set currently at a minimum of 3% for the employer and 5% for the worker/employee (these are reviewed on an annual basis); a cost that will need to be factored in when planning budgets for the year.

For EW workers, only the worker pays contributions. At the time of writing there is no indication that these contributions rates will rise past the current minimums, however any changes of rates will be published on the Pensions Regulator website. Once staged you will need to be able to calculate pension contributions and pay across to the scheme provider as the legislation sets out clear guidelines to when this needs to be done.

*Correct as of 2020/21

You will also need to be able to manage any opt-ins (NEJH and EW) who want to join the scheme and any opt-outs (those people who have been enrolled but wish to leave the scheme).

What happens if you ignore your duties?

The Pensions Regulator has recently revealed it will carry out auto-enrolment compliance spot checks on employers across the UK. The inspections will "serve as a warning to employers that they cannot ignore the workplace pension and that deliberate non-compliance will not be tolerated".

The Regulator has a range of penalties it can impose, ranging from compliance notices, daily fines and ultimately imprisonment for business owners who continue to ignore their obligations.

Ultimately the cost of non-compliance far outweighs the cost of compliance.

Top tips to ensure you meet your Pensions Automatic Enrolment duties

Assessing your workforce – you will be required to assess your workforce every pay period to understand if they meet any enrolment criteria. This can be either done via your payroll system or via a third-party platform.

In either case you will need to understand what functionality it can perform because as an employer within the legislation you will need to:

01.

Assess your workforce every pay period to understand if an employee meets any enrolment trigger, if you do this via your payroll solution has it got this functionality built in as it may be an optional extra and if you are using a third party platform what is the process to put the pay information into the platform as it will require up to date employee and pay information to do the assessment.

02.

You will also need to communicate to workers / employees at various stages of the assessment and enrolment and therefore you will need your solution to be able to manage this part of the process. So, understanding how this is done and what customisation is allowed, for instance adding additional information into the standard letter templates, will ensure your workers / employees are appropriately informed.

03.

Once enrolled you will need to take pension contributions from workers / employees and pay across to the pension provider. Whilst the deduction will come via payroll your pension provider will require a payment schedule from you to help them understand what contributions have been taken and to what pension scheme the payments you make to the provider are for. Each provider will have a requirement to what information they require from you to make these payments so to ensure an effective payment process, it is advisable that you review if your chosen solution can accommodate these requirements as having to adopt a manual process will not only take time each pay period but can also lead to human errors creeping in. If payments are not paid across correctly and on time, the Pension Regulator could impose a financial penalty on you.

04.

Choosing the most appropriate pension scheme for your company. There are many pension schemes out there and whilst your only obligation is to ensure it is a Qualifying Workplace Pension Scheme, as part of your employer enrolment duties, you may want to consider:

- i. What charges they apply to administer your scheme as these do vary from provider to provider.
- ii. What investment choices they provide to your employees. If you run a company that holds ethical values as a high priority, you may want to choose a provider that invests in such schemes.
- iii. What support do they provide to both you as the employer and your workers / employees? Having a point of contact will prove to be useful when either you or your employees have an issue.

Whatever option you choose, the only option not available is to ignore your obligations. Pensions Auto Enrolment is a legal requirement for all employers.

Contracts & Policies

Time flies from those early days when you set-up your business and take-on your first employee; but have you paused to think about whether you have appropriate governance and compliance in place around the employment issues facing you now and in the future. If the answer is “no” you’re probably not alone!

It is good practice and makes sound commercial sense for any business, no matter how large or small, to ensure its contracts and HR Policies are robust, thereby affording appropriate protection all round, both for you as the employer and your employees.

But what are the key issues to consider?

01.

A contract of employment is an agreement between an employer and employee and is the basis of the employment relationship.

02.

Most employment contracts do not need to be in writing to be legally valid, but it is better if they are.

03.

A contract 'starts' as soon as an offer of employment is accepted. Starting work proves that the employee accepts the terms and conditions offered by the employer.

04.

Employees are legally entitled to a Written Statement of the main terms and conditions of employment no later than their first day of starting work. This should include details of things like pay, holidays, working hours and the employer’s rules and procedures for dealing with both disciplinary and grievance issues. A simple Written Statement of particulars template can be downloaded for free from the ACAS website by clicking [here](#). The ACAS Guide on discipline and grievances at work can be downloaded by clicking [here](#).

05.

An existing contract of employment can be varied only with the agreement of both parties.

Point no. 5 is crucial in our experience.

Keep a clear distinction between what goes into the contract and what goes into an HR Policy. Include a statement in the contract of employment and/or in the policies and procedures themselves to the effect that they do not form part of an employee's contract of employment.

Generally speaking, it is our recommendation that all policies and procedures (and contracts of employment that refer to them) should make it clear that:

- The policies and procedures do not form part of the contract of employment
- That the employer is free to depart from them in such circumstances as it considers appropriate.

Otherwise, not only is every change to a policy or procedure technically a change to an employee's contract, which will generally require the employee's consent, but more importantly, a failure by an employer to follow its own contractual procedure will also equate to a breach of contract upon which the employee may be able to base a constructive dismissal claim and/or in the case of a dismissal, an unfair dismissal claim.

HR Policies

The only legal requirements for employers to have employment policies and procedures are as follows:

A

Under the Health and Safety at Work etc Act 1974, employers with 5 or more employees must have a written general Health and Safety Policy; and

B

Under the Employment Rights Act 1996, employers are required to give employees a Written Statement of the main terms and conditions of their employment (see above), which includes the employer's rules and procedures for dealing with both disciplinary and grievance issues.



However, there are also a number of other areas where non-statutory codes of practice recommend that employers implement appropriate policies and/or procedures.

A good example of this is the code of practice issued under the Equality Act 2010, which outlaws discrimination and harassment on various grounds, including sex, race, age and religion. This code recommends that an employer should have an Equal Opportunities Policy and gives guidance as to what it should contain. Although the code concerned does not itself have legal status, breaches of it can be taken into account by an Employment Tribunal in determining an employer's liability for discrimination and harassment claims, and as a result employer would be wise to ensure that they have such a policy in place. Importantly, policies and procedures dealing with a variety of aspects of the employment relationship can also be an important management tool for

employers by providing them with the opportunity to set out the rules and standards with which they expect their employees to comply. If employees do not then comply with those rules or achieve the required standards, the policy can then form the justification for invoking the relevant disciplinary and/or capability procedure against the offending employee(s).

You will also need to be able to manage any opt-ins (NEJH and EW) who want to join the scheme and any opt-outs (those people who have been enrolled but wish to leave the scheme).

However, it is also increasingly common to have policies and procedures in place covering the following:

- Anti-Harassment and Bullying Policy; and
- Email and Internet Policy (assuming employees have email/Internet access), including a Social Media Policy.
- Maternity/Paternity and Adoption Leave and Pay;
- Time off for Dependants and other emergencies;
- Flexible Working;
- Whistleblowing;
- Drugs and Alcohol;
- Smoking; and
- Data Protection.

To be an effective tool for the employer it is crucial that:

- The Policy / procedure is brought to the attention of employees in writing;
- Any breaches are managed consistently and as envisaged in the policy/procedure; and
- The policy and/or procedure is regularly reviewed to ensure that it remains relevant to the employer's organisation.

Of greatest importance, is that whatever policies and procedures an employer decides to have, the content of those policies and procedures must be relevant to the nature and size of the employer's organisation if they are going to be effective.

Hiring the right employee is a challenging process. Hiring the wrong employee is expensive, costly to your business and time-consuming. Hiring the right employee, on the other hand:



RECRUITMENT

- A** Pays you back in employee productivity, a successful employment relationship, and a positive impact on your work environment
- B** Enhances your work culture and pays you back a thousand times over in high employee morale, positive thinking and accomplishing challenging goals
- C** It also ensures that you are making the most of the time and energy that your other employees invest in a relationship with the new employee..

This is not a comprehensive “how to” guide to recruitment, but these are the key steps.

01. Define the job
Hiring the right employee starts with an analysis of the job. This enables you to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. This information is fundamental to developing the job description for the new employee.

02. Plan
With the job description in hand, set out your detailed plan for attracting a high quality pool of candidates. Document your plan, budget and key milestones – it’s vital the recruitment process doesn’t drift, and the plan will help to ensure you stay on track.
Also think about what will attract the best candidates to apply. Why would they want to work for your company? Think about these key questions and it will help your campaign be successful.

03. Review applications carefully
Produce a shortlisting matrix so you can screen all applicants against this list of qualifications, skills, experience, and characteristics. Formally score each candidate against element of the matrix – not only does this ensure you review each CV thoroughly, but it also ensures your decision on who to invite for interview is objective and based on the requirements of the job.

04. Pre-screen your candidates
The most important reason to pre-screen candidates when hiring an employee is to save wasting time (both yours and the candidates) at the formal interview stage. Whilst a candidate may look good on paper, a pre-screening interview will tell you if their experience really is a true fit with your job, you can determine whether their salary expectations are in keeping with yours and you can also obtain evidence about whether the candidate may fit within your culture - or not.

05. Ask the right interview questions
Design your interview questions in advance, ensuring they are relevant to the role and allow you to elicit the information you need to make your decision. You may require the candidate to complete a test, give a presentation or complete a psychometric questionnaire so that you have additional information over and above their answers to your Interview questions on which to base your decision.

If you do, ensure you tell them in advance so they can prepare. After all, you want them to be able to perform at their best. The same applies to the interview itself. Most candidates will be nervous. Get them talking as soon as you can – preferably about something they will be comfortable. Launching straight in with a barrage of technical, complex or challenging questions is unlikely to help!

“how to” guide to recruitment continued

06.

Making your decision

When you hire an employee, it's tempting to offer the job to the candidate who is most like you. But beware this practice when hiring an employee! Why does your company need another employee just like you? Have you made this decision on fair, objective and evidence-based criteria? Are you looking for an easy life with a candidate you can get along with?

If you get the process right (questions, tests, scoring criteria etc.) the results will usually concur with your gut instinct! However, don't feel under pressure to make an offer. You may think that going

07.

Pre-Employment Checks

You need to verify that all the presented credentials, qualifications, skills, and experience are actually possessed by your candidate. The background checks should include employment references, educational credentials, confirmation of right to work in the UK and where appropriate criminal history. Some employers will also require a health check as part of their pre-employment vetting.

08.

Job Offer

The contract 'starts' as soon as an offer of employment is accepted. Be clear on what the terms of your offer are and what salary / benefits you are willing to offer. Is there any room for negotiation? If so, set clear boundaries so you remain in control of the negotiation.

09.

Induction

Resist the temptation to think its job done once the job offer has been accepted and a start date agreed. Depending on the job and the size of the company it can take between 2 weeks and 6 months for an employee to become fully settled, so design their induction to ensure they receive all the critical information they'll need to help them settle in and be successful in their role as early as possible.

This doesn't mean showing them to their work area and throwing them in at the deep end. Assign them an induction buddy – someone who can guide and support them, answer questions and help them to settle as quickly as possible.

MANAGEMENT STYLES

You've probably encountered lots of different managers in the course of your career. With management styles, there is no one-size-fits-all and different personalities will manage people in different ways.

Why your management style is important

As a business leader you want to get the best out of your staff and the best managers know how to motivate and encourage their staff to get them to perform tasks willingly, efficiently and effectively. A great management style will achieve what you want, empowering your workers and creating higher job satisfaction.

But what are the key issues to consider?

01. Directive

If you use the directive style, you're the sort of person who expects compliance from your employees. You tend to want employees to do things the way you want them to and get them to comply by making threats and using discipline.

This can work to your advantage in highly pressured environments when you need to get things done in a certain way and any move away from that could be a risk. However, it can also demotivate employees who can feel you're watching their every move.

02. Authoritative

Bosses and managers who use an authoritative style prefer to give their employees more of an overall vision rather than specific instructions. If you adopt this style you tend to motivate through persuasion and feedback.

It's great when you're seen as a credible leader and when clear directions are needed but not so good with junior employees who need more specific direction on what they should be doing.

03. Affiliative

An affiliative boss tries to be everyone's friend. They promote harmony and aim to create a positive relationship between senior and junior staff. If this is your style you probably don't enjoy conflict and instead try to motivate by keeping everyone happy.

This works if employees are performing routine tasks and can help when conflict arises in the workplace. However, it's less effective when dealing with a crisis when firm leadership may be required or when staff are not competent in their job.

04. Participative

If you follow a participative style you tend to lead by consensus rather than directing employees. You encourage input from all your employees, valuing all opinions and you reward team effort. As with the affiliative style, it works well when things are on an even keel, your staff are experienced and know their jobs and there is no crisis to trip you up. It works less well when staff are not coordinated or when a problem arises and clear direction is required.

05. Pacesetter

As a pacesetter you have extremely high standards and expect staff to adhere to them, to follow your example. It's great when people are already competent, motivated and know what they're doing. It is less effective when employees need developing and can lead to some feeling like they are inadequate.

05. Coaching

If you employ the coaching style you tend to focus on the long-term professional development of your employees. This is great because you can help your staff improve their strengths and ultimately boost their performance. It's less useful when you lack the expertise to coach them. You might also persist in keeping someone on when really their skills gap is too great, and you should let them go.

Putting management styles into practice

You may identify with one particular management style more than others, but you don't have to stick to just one management style. Ask yourself which one best suits your leadership style but also consider what style best suits your staff members. Some will function better under a directive style, others will thrive with a coaching approach.

However, you need to be flexible and adapt your style to suit the employees and situation you are dealing with. Smart leaders realise that one size does not fit all, and they work within those different styles to get the best out of their staff.

Managing your People

Do you want to be the best manager/boss/director there is? Do your people motivate you in the ways you should be motivating them?

Good people management is essential for business success so don't underestimate the power of the following tips in driving your company forward towards goals and objectives. People are at the centre of a business, there's no denying that.

Maintain Good Communication

Employees want to be kept in the loop about ongoing projects, goals, and deadlines. It's also essential that you encourage feedback and that your staff feel that they can approach you with any questions or issues they want to address.

Be available and be visible

The more involved and engaged you are with your team, the more motivated they will be to do a good job. People like being a part of something bigger than themselves and they also need to know that there's a captain at the helm of the ship.

Listen more than you talk

You have one mouth and two ears for a reason. Use them in those proportions! The more you listen to your people the more information they will give you.

When you listen more you:

- Get more employee suggestions
- Find more opportunities to give feedback
- Increase your understanding of each employee and what drives them
- Build stronger professional relationships with your employees
- Improve your ability to influence change

Build positive working relationships

It's important to get to know members of your team individually. Spend time with every employee and get to know them. Above all, treat every employee with respect. You may be in a more senior position, but you are not superior to anyone. Everyone deserves to be treated with dignity and respect and if you waiver from this you'll end up losing more than your own self-respect.

Support your employees

Do you regularly ask, 'How are you?' Listen when your employees ask for help? Give people a chance to shine? Give them time to train so that they can do their job effectively? Are you sensitive to the pressures on employees both in and out of work?

Ask employees for their views

Do you involve employees in decision making? Ensure you work as a team. Use the Four Magic Words: "What do you Think?" Asking your employees for their ideas is the ultimate display of respect and empowers them to solve their own problems.

Always give negative feedback in private

Feel free to give praise frequently and in public, however, always give negative (constructive) feedback in private. Your people are more likely to listen to negative feedback given in private and are more likely to be defensive when the feedback is given publicly. Your people will respect you for being discreet.

Help your employees understand what they need to do and deal with performance issues

Do you set goals? Give feedback on performance? Provide regular opportunities to speak one to one? How else do you communicate with them? Don't sweep under performance under the carpet. Other members of your team will notice and it will impact your credibility if you don't deal with employees who are not performing up to standard.

Acknowledge good work

By providing your staff with positive feedback it will help to build their confidence and encourage them to get more involved in the future, so it's vital that you acknowledge their achievements and the effort that they are putting in.

Be real

By showing the human side of yourself and allowing your staff to get to know you a bit better, your team will feel more relaxed and comfortable approaching you.

Be decisive

A good leader needs to be able to assert their authority and make important decisions for the team. There is no space for flakiness in a leadership role, so it's crucial that you stick to your guns and go with what you feel is best for the business.

You're a Boss, not a Friend

One of the most frequent mistakes managers make is that they try to be friends with their team. You're now in a position of authority and being friends with one employee and not another can create perceptions of bias and favouritism.

Set a good example

Your staff will look to you for guidance and inspiration, so it's essential that you set a good example to gain their respect. If you expect them to behave professionally and commit to their work, it's vital that you do so yourself. Make sure that you are doing your job, continuing to develop your career and support your team in doing so too. Act as a good role model.

And finally, have fun at work

Work should have a degree of fun about it, whilst remaining inclusive and professional. You can have a 5-minute fun activity at the start of your team meetings, organise charity fundraising activities, sporting challenges or quizzes – the opportunities are endless. We spend a lot of time at work and it

Top Tips – Rewarding and Motivating your Team



Here are a few of our favourites but remember there is no one-size-fits-all way to keep your team motivated! Take some of the ideas mentioned below and see how they can benefit your company:

01. Pay a fair market salary
Unsurprisingly, one of the top (if not THE top) motivators is base pay. So, it literally pays to pay your staff a fair market wage in line with the market rate. Benchmark salaries once a year to check your pay is still in line with market rate and keep your salaries as close as possible to market rate so you can maintain motivation levels. However, don't be surprised that if you're looking for the best talent, they will generally expect a base pay level that is commensurate with their ability i.e. above the market rate.

02. Make your workplace a pleasant place to be
No-one wants to be in a drab, boring space for hours on end. Having a visually pleasing, well-lit, functional and (if possible) fun space makes work a lot more pleasant. The first step is to make sure things are well-kept and in good working order. Also keep things clean, neat and tidy and ensure the fabric of your workspace is well kept and looks nice.

03. Be a respectful, honest and supportive manager
This may seem like a no-brainer, but bad management is one of the top reasons employees leave. 7/10 employees leave their manager rather than the company! Things like respect, honesty, support and clear communication are the foundations here. The bottom line is if you're a good person to work for, your employees will be more loyal.

04. Offer employee benefits
People will stay with your business if they have a reason to. So, if you want to keep your good people and keep them motivated, it's worth introducing an employee benefits scheme and/or other incentives. Benefits Cloud is a fantastic, high-quality scheme that is extremely cost-effective

05.

Give your staff autonomy and room to grow

Staff who feel they are being watched too closely and micro- managed feel less motivated and perform at a lower level. Build a culture of delegation, empowerment and broad-based job descriptions, allowing employees to fill in the gaps. Encourage employees to work to overall goals rather than daily instruction to give them the freedom and scope to be creative. It's a much more rewarding and motivational way to work.

06.

Share positive feedback.

It's great to feel fulfilled by your work. Satisfaction in your work can come from a variety of places — from knowing you helped resolve a customer's query to hosting the perfect visit from your key client. Letting your employees know they made someone's day (or more) makes them feel good — and gives them a deeper connection to your business.

07.


Be flexible

If you want to be viewed as a progressive employer and attract/retain top talent, then think about ways in which you can be flexible so as to create a win: win. Work from home day? Finish early it's Friday? Hybrid working? Treating your team with respect and maturity pays dividends in the long run.

08.

Recognise their achievements.

Sometimes all people want is some recognition for a job well done. A simple thank you costs nothing but can mean such a huge amount. Employees whose achievements were recognised also have reported that they experience higher levels of enjoyment out of the work they do.



09. Encourage Friendly Competition
Emphasis here is on the friendly. The challenge is not to get your top performers to perform better, it is also to train them to pull up everyone around them and build a well-oiled machine. It's important to find the right balance when incentivizing your team – a mix of individual and group goals along with clear rules that promote collaboration over sabotage are essential to long-term success.

10. 10. Remember the Golden Rule
Remember all the things your boss did that drove you crazy and made you leave and don't do them. Develop a strategy to avoid the negative behaviours and do more of the positive ones.

And finally, don't forget to..... Ask them what they want.

Instead of trying guess what's most important to them, actually sit down with them and find out what they value. Doing the unexpected might be the best thing you can do for your employees, and your company.

Unlocking

Employee Engagement

The workplace is a fast-moving and sometimes unpredictable place.

Against this complex backdrop, performance management is evolving from an isolated HR-driven process to an intrinsic part of everyday business.

This focus is driving a shift in performance management back to its roots – alignment and maximum productivity. The reason is because in many organisations, the annual performance review is a backwards looking, one-time event where employees discuss their performance

Organisations that find a way to support employee contribution and satisfaction naturally during the day-to-day workflow, rather than as part of the annual approach to performance management, will be most successful.



Implement these essentials to support employee performance and engagement:

- A** Set personalised goals for each individual that clearly define desired behaviours – and explain how these support organisational objectives. Each employee should know what success looks like for him or her.
- B** Establish a culture of ongoing performance management. Timely conversations about employee performance also provide a better opportunity for learning, as well as offer the opportunity to monitor progress on assignments, proactively monitor workload, and have conversations about personal and professional growth.
- C** Engage employees with their own development. Aim to create a process where employees and managers collaboratively set goals and create learning and development pathways. The key is for both parties to understand how to align personal goals and career development that support the broader organisational strategy.
- D** Provide tools to simplify ongoing performance management to keep it engaging. Modern talent management platforms provide managers and employees a central view of performance and development activities, provide structure to coaching and feedback conversations, and help document and localise materials related to employee performance and development.
- E** Focus on leadership and developing managers. Effective leadership is about effective coaching and mentoring and providing a culture of accountability and trust. Conversations should be two-way, and managers should be prepared to receive feedback on their performance whenever they are giving out feedback.

People remain an organisation's biggest expense and give organisations their greatest competitive advantage. Unlocking the connection between employee contribution and satisfaction is the key to engagement.

Maximising the value of ongoing performance management, driven by meaningful conversations, is at the heart of this. Many organisations are moving in the right direction, automating their appraisal processes and integrating them to some extent within a talent management solution. Too often performance management remains a one-off annual step.

REDUNDANCY — Managing Change

Redundancy is a significant change brought about usually, but not exclusively by a diminution of business need for staff performing particular work. Good human resource planning may be able to lessen the need for redundancy, but it can't always be avoided.

But whatever the reason, redundancy will affect the morale of the entire staff, not just those who are at risk. The loss of jobs causes uncertainty amongst those remaining in the business and it is as much a part of the planning to ensure that key staff are retained as it is to make the redundancy process as compassionate as possible for those who will not be retained.

Communication

Communicating the Change

As soon as the plan is sufficiently robust it will need to be made public.

A good communications plan that considers what people will need as well as what the business needs will help to alleviate some of the fears.

It's important that the rationale explains, along with the business reason, that redundancy is a last consideration, a final choice.

Who to Address with the Communication?

Part of the planning process should include when and how to inform the whole staff that redundancies will be taking place in areas that do not affect them personally.

As a redundancy must involve a period of consultation, following up with something in writing is essential. An explanation of the rationale behind the decision should be the starting point, followed immediately by an outline of the timetable and the process.

When planning, the company should consider a budget

Is there a need to consider re-training, if redeployment is an option? Is there room for outsourced support and mentoring to help the affected staff adjust and find a new role?

If the company can help by preparing the affected staff for a new working life, then it should consider doing so. For example, if there is going to be financial hardship, could the company provide a financial advisor to help with planning?

Don't forget the Managers

They are going to be at the forefront of managing people with a range of emotions, both leavers and remainers. An HR expert can be invaluable in this situation, not only advising on process, but on handling difficult situations and emotions. Resilience is a huge factor in helping to cope in such situations.

Survivor Guilt

This is now a recognised psychological phenomenon of the outcome of a redundancy exercise. Those who remain in the business can feel as badly as those who are leaving. What can the company do to alleviate this? Again, frequent and voluntary communication is a good part of the answer. And managers remaining close to staff and being open and honest will help to rebuild trust.

Keeping in touch with the remaining staff is vital

Consider if there is some way that they can be more involved than usual in business planning, perhaps asking them what tasks could be discontinued, or what new working methods could be introduced. No-one can ever guarantee a job for life but helping people to understand that the business has a solid future can nudge a 'stay/leave' decision in the company's favour.

Whereas those being made redundant will ask "why me?"

Those who are staying may ask "why not me?". The use of a qualified counsellor is also worth consideration, if there's a budget. All of the above are intended to help the company to keep business moving and productivity as high as possible until the redundancy situation is over and there is a new "business as usual" atmosphere.

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