

Your regular HR magazine from Jaluch, full of ideas, opinion, tips and guidance relating to the management and development of staff

ISSUE 35

# JQ

# Secret Squirrel...

**Investigating private investigators!**  
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## Welcome

**A**long with many of you no doubt, Jaluch has experienced lots of change over the past year or two, with different challenges constantly coming our way, as well as a few opportunities of course! So firstly in this JQ, I just wanted to say how much we appreciate all of our clients, partners and suppliers who have patiently worked with us as we change and evolve, so thank you!

But Jaluch aside, this is a time when organisations continue to be under significant pressure. Pressures tend to come from many directions such as cash flow, funding cuts and a business need to create and innovate at an ever increasing rate to stay ahead. But specifically from an HR viewpoint, what we are seeing at the moment are:

1. pressures being created as a result of the significant challenges around recruiting and retaining good staff
2. the employee relations issues that arise from pay freezes/pay cuts
3. issues (legal and general management) that arise as a result of us having had a period of 4 or 5 years when management training has been limited or non-existent and pressure also as a result of staff and
4. management feeling seriously stressed as a result of the constant change and uncertainty.

It would be an understatement to say it's not an easy time!

For me personally, I see interesting times ahead. I have recently been appointed a UK Female Entrepreneurship Ambassador – a role which many of you will know is very close to



my heart – and I have also started to focus more on women's leadership development programmes. I continue to get enjoyment from working with young people and speaking at seminars and in conferences on topics that engage my mind and my passions including motivation at work and personal ambition! Oh and as some of you may already know I have personally 'morphed' from a Clarke to a Jamieson. Same person, just a different name!! Onwards and upwards.....

With some businesses on the up, some on the down and many evolving in totally unpredictable directions just at present, I have chosen articles for this JQ magazine that hopefully reflect a variety of interests and topics suitable for all. I hope you enjoy the read!

### Helen Jamieson, CEO

*This magazine is also available to download from our website so please do feel free to share articles with others if that is of interest. I hope you are also following me on Twitter, my blogs which are posted on our website and of course LinkedIn.*

## Top of the Tweets

The beginning of a trend? VW turns Blackberry email server off to preserve employees' personal time: [bbc.in/u7pth3](http://bbc.in/u7pth3)

28 mins lunch break, only 7% of us get any fresh air. 10 mins per day on social media. Read more workplace stats [ow.ly/8k4DZ](http://ow.ly/8k4DZ)

Would you employ this man?? Thief hands over gun to cashier instead of swag bag. Duh! [ow.ly/8juUl](http://ow.ly/8juUl)

Ex employee runs amok hurling furniture from 10th floor of building. Be interesting now to read his reference..... [ow.ly/7E1qk](http://ow.ly/7E1qk)

69p iPad app to monitor stress at your desk. Is this a benefit or is this just something else for you to worry about? [ow.ly/7DVXc](http://ow.ly/7DVXc)

Does this really merit a suspension? H&S officer falls off ladder and becomes YouTube hit. Social media traumas! [ow.ly/7nwMt](http://ow.ly/7nwMt)

Co-op offers 100,000 staff flu jabs to save £1M in sick pay costs [ow.ly/6WmGR](http://ow.ly/6WmGR)

Want a career change? China seeks 500,000 traditional chinese medicine professionals in next 5 yrs! Time to get studying! <http://ow.ly/6vcmk>

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**JaluchHelen and JaluchHR**



# Secret Squirrel...

## Could you use one in your business?

**W**e have recently started working with Andy Mileham of AstonCovert ([astoncovert.com](http://astoncovert.com)). He doesn't do a very good Jacques Clouseau impression, nor does he bear any resemblance to Magnum PI, Sherlock Holmes, Jim Rockford or Simon Templar (if you can remember back that far!) but he does do a good job as private investigators go!

You might think that in these days of data protection, the human rights act and general hullabaloo about rights to privacy, that private investigation agencies would be dying out. Not so. In recent years at Jaluch we have probably had more requests to recommend a private investigator than for any other type of service... despite it not being the 'done thing' to do a secret squirrel act on your employees.

So why the interest? Well it may be that in their eagerness to legislate, our European bureaucrats forgot one essential ingredient... that managers and employers are human beings not automatons. Human beings with feelings, emotions, values and quite often, a sense of injustice. And that is where a private investigator comes in.

Its odd though, that in a society where people jump up and down about their rights to privacy and the grand invasion by big brother in the form of millions of CCTV cameras, that barely an eye was batted when Facebook turned on its facial recognition software, or when Google took photos of everyone's car and back garden plus the odd nude sunbather who thought their home was their private space and then posted them online for the world to see! Its definitely a different story in the workplace though... employers are told they must respect privacy, not visit sick staff in their homes unless a visit has been arranged, not monitor an employee's emails or phone calls unnecessarily, not check what websites are visited, make sure that private mail remains private etc. Sounds sensible thus far doesn't it, but...

...when you have an employee off on long term sick and other staff start to grumble about them taking the proverbial, as an employer, to retain the credibility and respect of your other staff, you have to take action. As a starter for ten, you need to know if your employee is really as sick as they say they are. Now consider an employee who regularly phones in sick the day before or after the end of their holiday. A Friday is coming up, they are off next week, you know they are going to phone in sick, so what are you going to do about it, or are you going to just keep on letting them get away with it? And now consider your warehouse or stationary cupboard where it appears considerable stock keeps going missing. Are you going to question everyone and bring in to the whole organisation an atmosphere of suspicion and pointed fingers, or are you going to turn secret squirrel and mount a covert camera to find out exactly who the thief is so you can deal with it quickly and discreetly?

If you let staff take the proverbial you are likely in due course to lose the respect of other staff. Also, if staff who are not sick say they are sick with the intention of receiving sick pay, then in fact they are nothing but a lousy fraud with rubbish work ethic and a bad attitude! Don't lose sight of that!

But if you are one of those who worries about the admissibility of evidence gained through covert surveillance, have you considered

using a PI to simply gather some initial evidence and provide you with a few facts? Then, armed with good reliable information, you can meet with your employee for an investigation during which you can confidently tell them that you know exactly what they have been up to. It will be a rare employee at this stage who, when faced with your confidence, feels that they can continue to lie or manipulate.

Knowing the facts as a result of using a PI enhances your

- Knowledge
- Ability to be assertive when addressing the issue
- Confident body language in the meeting
- Strength and confidence to be more tenacious
- Clarity re how serious this is and where you need to go with it

Without knowledge from covert surveillance you can

- Look weak
- Look indecisive
- Have reduced credibility
- Lose respect of other staff
- Waste time and resources unnecessarily

We would never advocate you monitor and watch your employees 'just in case' however for those occasional times when you know an employee is not being honest, if the cost of surveillance is warranted for business sanity and/or continuity, then finding yourself a secret squirrel to gather some evidence may be just what the doctor ordered!

**If you have a wayward or problematical employees, please do call us and we can refer you on to AstonCovert. Jaluch can also support you with investigatory meetings and all disciplinary proceedings - just give us a call.**



# HR Strategies of the Superfit!

**W**ith the 2012 Olympics nigh we thought we would take a very light hearted look at the HR profession.....which Heads of HR jump the highest, which ones will be first past the winning post, who's struggling to keep their team players motivated, and who's testing all new kit for their team? Confused? Read on...

The High Jump Head of HR is a very deliberate and considered person. They walk up to the challenge, then take 10 paces back, consider some more, ponder, reflect, sway forwards, sway backwards, shake their arms by their sides, then cool as a cucumber and gracefully too, they run and leap high - higher in fact than the rest of us can go. Its a slow pace to work at and these Heads of HR might not make waves in the HR world very often, but they know what they're doing and what steps are needed to get there and just once in a while they leave the rest of us standing!

Next up we're in the swimming pool with the Front Crawler Heads of HR. The pace is fast and furious, powerful and exciting, but its everyone for themselves. This is someone who knows what they want and how to achieve it. Someone who brings energy to the function and ambition too, but who has a tendency to end up swimming laps ahead of the team, racing ahead to the finish line, but not actually able to open their eyes, given the speed they are moving through the water, to see if their little team fishes are swimming fast and furiously behind!

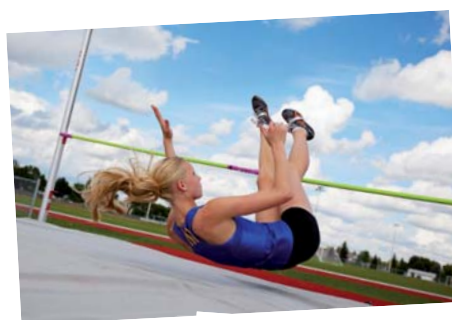
Next up is the firing range and we turn our attention to the HR Sharp Shooters..... clearly their job is to lie on the ground, focus intently on relaxing all 700+ muscles that make up the human body, eye up the target and then press the trigger to get the perfect shot off. These Heads of HR have a lot to think about, they do a lot of planning, they're focussed and they lie on a lot of ground! The problem with only the top person in the function knowing where the target is and positioning themselves to hit it, is that in the time it takes to relax all 700+ of those muscles, the rest of the team can sometimes wander off in wrong direction or otherwise get disgruntled with the seeming lack of communication, energy or team strategy.

And whilst the sharp shooters are relaxing at the firing range, the Head of HR of the Hockey team is up to their neck in sticks, shin pads and team talk. They're expected to stick to position, get (or prevent) the goals, eye up the opposition and have enough thought and puff left over after running up and down the pitch 150 times in just 35 minutes to take a step back, think strategy and give the team a really rousing talk at half time, whilst simultaneously realigning the order of the team ducks. Its a pressured job with decisions made on the spot and little time during the heat of battle to do anything but deal with what comes at them. Everyone in the team feels involved though and there is always a sense of being very busy!

And finally we turn to Team Jamaica who, as well as inspiring the Olympic officials to make the bobsleigh a summer sport, have gone all out to reinvent the sportswear wheel with new fabrics, and new thermal undies to combat the cold UK summer. It's a team of creativity and innovation and refusal to accept 'no'. Its Head of HR is eager and enthusiastic and determined to ignore old traditions and habits where those serve no purpose. And with just a few other

members in the team, they always seem able to get everyone on board, motivated and focussed. The whole team travels together (literally), very fast in fact when heading downhill (!) and each member of the team, in their innovative gear, is clear about their job function and the part they can play in the team's success.

**We're all in a competitive world of change and innovation. If you want some ideas from an HR consultancy that's been around the block a few times and that really doesn't like past precedent just because that's cosy, and who would love to have our next team meeting in Jamaica (??), why not give Jaluch a call!**



# Fitness Flop

Predictable? Maybe...  
A disaster? Possibly.  
Costly? Yes!!!

**A**nd what are we talking about? Of course...its the Fit Note. Hailed as the scheme to improve the previous unsatisfactory scheme, recent research has shown that for those employees asking their GP for a fit note, the average length of absence has been 48 days. Under the old sick note scheme, which this scheme was supposed to improve upon, the average length of absence was 20 days. What a difference a year makes!

The analysis of 22,000 records was carried out by health firm FirstCare. James Arquette, a director at FirstCare, said:

*"Fit notes are doing the opposite of what they were designed for, and are causing employees to be off work for longer without reducing the likelihood of repeated absence."*

So where does this fit note flop leave you? Well ...watch this space as the government is already looking at how it can turn things around... wouldn't recommend you hold your breath though!!

Oh and while you are waiting for the government to turn this little disaster around, we thought you might like to hear about the council that has invested £859 in a stationary fitness bike that employees can hop on every time they want a smoothie. First though they put their choice of fruit in the attached blender and then pedal power their way to a perfect smoothie – healthy eating and exercise in one go – doesn't sound like a frivolous spend to me – sounds like a great way to a healthy contented workforce!! What do you think?



## Supporting Employees with Cancer: Top Tips

Did you know that **Macmillan Cancer Support** has a FREE toolkit for employers who either have an employee with cancer or otherwise an employee who is supporting a friend or relative with cancer.

Every year, over 100,000 people of working age are diagnosed with cancer in the UK and many of the UK's 6 million carers are looking after a friend or relative with cancer.

Cancer is therefore a significant issue in the workplace, with greater numbers of people at work or returning to work after a cancer diagnosis. And let's be frank, quite often, due to either embarrassment or not really knowing what to say, conversations that need to place with employees quite often

simply don't take place which is not helpful to either employer or employee.

And that's why Macmillan Cancer Support has produced The Essential Work and Cancer Toolkit which includes:

- an employer's guide produced in collaboration with the CIPD
- practical advice on how to support employees affected by cancer and information resources to share with them
- expert guidance about minimising the impact of cancer on your organisation
- top tips for line managers to help them support their employees

So if any of your line managers would benefit from a little guidance in this area, you can get one of these excellent FREE toolkits from <http://www.macmillan.org.uk/Cancerinformation/Livingwithandaftercancer/Workandcancer/Employerpack.aspx>

# Commercial HR Consultancy



Jaluch specialise in HR consultancy and training. Our team has vast experience working with companies across different sectors, and we pride ourselves on our ability to offer commercial, practical and realistic business advice.

Our service is friendly and professional and our consultants take great care to show empathy in difficult situations. But what else sets us apart from the crowd? Here are some of the things that our clients think are great about us!

We believe passionately in service with a smile, and our customer service is second to none. Every day our team bends over backwards to ensure that all of the HR support and documents we provide for our customers are timely and of exceedingly high quality.

Our set up is simple and if you need us, just call us and we can start to support you straightaway. We don't require anyone to sign into long and onerous contracts - unlike many of our competitors!

We are not just a phone line. We spend time with our clients and support them on their premises with all manner of employment matters face-to-face.

And above all, we are as enthusiastic about business as we are about HR and therefore the service we deliver is commercial. And by that we mean that first and foremost we aim to support you in achieving your business goals. Therefore adherence to process and procedures, worrying about HR best practice and what's new out of Europe in terms of legislation, all comes secondary to those crucial business goals.

Our extensive range of HR consultancy services include:

- ▶ Employment law and HR advice
- ▶ Tribunal responses
- ▶ Employee documentation
- ▶ HR audits
- ▶ Investigations
- ▶ Chairing or note-taking at meetings
- ▶ Redundancy projects and change management
- ▶ Working with or setting up Staff Representative Forums
- ▶ Developing HR strategy
- ▶ Recruitment and assessment centres
- ▶ Executive and HR coaching

**Pick up the phone and talk to us... we're confident you will not regret your decision!**

## In Your Words...

Many thanks for all your support through this restructuring process. It has been comforting to know that your calm voice has been on the other end of the phone when we've needed it!

**Beverley Graves, Joint Managing Director -  
Central Berkshire Education Business Partnership**

# Social Media: Fad or Future?

A recent article in the online press (link below) informed us that nearly 50% of under 24s say they won't work for firms that ban social media.

Not surprisingly, those readers leaving comments on this article either berated the young for their lack of understanding of the fact that they are supposed to work at work, or suggested that firms need to better adapt to the expectations of the younger generations coming into the workplace. So which camp, if either, do you fall into?

Another interesting statistic they published was that 60% of this under 24 age group said that using social media for communication and relationship building increases their effectiveness as an employee. So, if this is the perception of many of the younger generation, how many of your current directors also believe that using social media can increase employee effectiveness? What gap in perceptions do you have in your business and, if it's a wide one, what are the business implications of this?

Changing tack slightly, we have also in recent weeks read of a CEO (a former French Minister) who has tasked himself with eradicating all emails within 18 months. He argues that only 10% of the 200 emails received by his staff each day are useful. Instead of email he is introducing an instant messaging system.

Aside from questions about whether instant messaging will actually reduce the volume

of useless communications and ignoring the ever louder cry from so many that more of us ought to go and speak to our colleague sitting a mere three feet away rather than send them an email, we thought you might be interested to see a few more statistics relating to the use of email versus IM (instant messaging).

When asked if email will be replaced by IM in business, responses from an online poll of 6000+ were as follows:

- ▶ IM is more engaging than email 7%
- ▶ Stop emails, but IM is not the answer 13.5%
- ▶ People will use both emails and IM 33%
- ▶ Emails are here to stay 43%
- ▶ Prefer to stick to letters 4%

We have to confess to being shocked that still 4% prefer letter writing!!

But the important message perhaps here is the numbers who expect IM to sit alongside emails for workplace communications. Many of the corporates and more progressive businesses are already using both means of communication which suggests that they see a business benefit to doing so, but how many other businesses are also bought into the business benefits (or even understand or have assessed the business benefits and opportunities) and as a result are starting to change the communication options in their businesses?

Perhaps more directors need to look up and think about where the future lies before any existing staff or would be recruits view their organisation as too 'dinosaur-ish' for a

serious career?

Or are you still of the view that staff need to adapt to organisations rather than organisations needing to adapt to their staff?

If this is the case, you might be right, but it's a gamble if you actively pursue a path that might discourage young workers from seeking to join your business or discourage ambitious staff from wanting to stay with your business as a result of their perceptions that your way forward is not progressive enough or helpful for their career ambitions.

Still unsure if its Fad or Future? Perhaps the best way forward with this is to get some training or one to one coaching for your directors on the use of social media, benefits, hazards, opportunities, future etc so that the decisions they make on what is right for your business are informed ones. And if you are stuck for who to support you with this coaching, we have several businesses we could recommend to you – just call us!

Are you out of touch? Under 24s say they won't work for a company that bans social media [ow.ly/7I6zm](http://ow.ly/7I6zm)

Would you ban all staff from sending emails? Is this one trendsetting CEO? [ow.ly/7HGHS](http://ow.ly/7HGHS)

**Don't miss our FREE HR seminar "Social Media Shockers" - for further details see the back page!**



# Law Corner

**W**elcome to our latest employment law update! In this review we look at what we are expecting to see coming into force in the year ahead and provide a summary on what changed in 2011!

## The Year Ahead - What's Coming?

### EXTENSION OF UNFAIR DISMISSAL QUALIFYING PERIOD

From 6th April 2012, the qualifying period for protection from unfair dismissal increases from one to two years.

But what impact will this have on you? We predict that this longer qualifying period will be helpful to some employers, but might also result in some employers relaxing so much that they then don't follow a fair procedure in dismissing short service staff, or otherwise badly managing performance during probationary period as a result of the time pressures being removed.

If you do dismiss someone with less than two years service, you need to remind managers that whilst employees are unable to claim unfair dismissal, given today's compensation culture, employers are potentially at greater exposure of ex employees seeking to bring a discrimination or whistleblowing claim instead as these have no qualifying period attached to them. However, if successful, compensation awarded can be far more for a discrimination claim than for the average unfair dismissal award. So this is not a time for complacency – however tempting that might be!

### EMPLOYMENT TRIBUNAL PROCEDURE

Substantial changes to the employment tribunal procedure are expected to come into force on 6th April 2012. The maximum amount of a costs order, which tribunals have the right to award in favour of a legally represented party, will increase from £10,000 to £20,000 and witness statements are to be taken "as read" unless a tribunal directs otherwise.

### TRIBUNAL FEES

We are expecting to see the introduction of tribunal fees this year.. however rumours have it that people on low incomes will not have to pay a fee to lodge an employment tribunal claim and sliding scale fees will be introduced in December 2013. We won't hold our breath to see if fees result in fewer 'nuisance' tribunal claims being

brought.

### WORKING TIME

Consultation is also taking place on whether to allow workers to carry unused leave forward to the next holiday year and also whether to allow leave untaken due to absence for maternity, paternity, adoption, and parental leave to be carried over to the next leave year.

### FLEXIBLE PARENTAL LEAVE

Employment Relations Minister Ed Davey has announced the introduction of flexible parental leave from 2015...

It has also been confirmed that on 6th April 2012, parental leave will increase from 3 to 4 months.

### STATUTORY REDUNDANCY PAY AND GUARANTEE PAYMENT INCREASE

The maximum amount of a week's pay used to calculate a statutory redundancy payment and the basic and additional awards for unfair dismissal increases from £400 to £430 on 1 February 2012. The maximum unfair dismissal compensatory award increases from £68,400 to £72,300 and the limit on the amount of a guarantee payment increases from £22.20 to £23.50.

## 2011 Summary - What Changed?

### DEFAULT RETIREMENT AGE

As you will be aware, from the 1st October 2011 the default retirement age has now been abolished and employees can decide when they want to retire.

However, you may be able to determine your own retirement age for specific jobs... this is called an Employer Justified Retirement Age (EJRA). But, you need a solid business case and good evidence to support this and sound business reasons to why it is 'proportionate'! If in doubt, call us to talk it through rather than risk an unnecessary tribunal claim.

### AGENCY WORKERS

Since our last update, there have been developments to the Agency Workers Regulations!! David Cameron has stated that there has been considerable media hype and talking up of these provisions so be careful not to do more than you are actually required to do to comply. If you'd like support from one of our HR Consultants on the changes, please do not hesitate to contact us!

### THE BRIBERY ACT 2010

After a few delays, the Bribery Act 2010 came into force on the 1st July 2011 making it a criminal offence for an individual or commercial organisation to offer or receive a bribe to bring about or reward the improper performance of a function or activity. Again there has been an enormous amount of hype on this with some businesses seriously overreacting to what may or may not be considered a bribe!!

## Oh... and a Few Things to Think About...

### RETIREMENT RESEARCH

Recent research has suggested that private sector employees are going to have to work to 70 years of age to fund their retirement. What will you need to do or change in your business to accommodate staff working on so long beyond what used to be

the retirement age?

#### MONSTER TRIBUNAL PAYOUT

£4.5M was recently awarded to a doctor who pursued an unfair dismissal, sex and race discrimination claim. Do you think Tribunals should have the power to award such huge sums and do you think Tribunal panels have sufficient training to understand the financial and commercial repercussions of making such enormous awards?

#### SUSPENSION SHOCK

£100K was recently awarded in an unfair dismissal claim. The size of the award was in part as a result of the 'draconian' suspension conditions imposed prior to dismissal. When did you last rethink your process and approach to making suspensions? Is your response appropriate and fair?

#### EMPLOYED OR SELF EMPLOYED? EMPLOYMENT STATUS STRIPPED BARE...

A few months ago many of us read about a Stringfellows stripper on £200K who was seeking to pursue an unfair dismissal claim. Currently self employed, what she was endeavouring to establish of course was that she was in fact employed and therefore protected from unfair dismissal. With so many businesses opting to employ more 'associates' or self employed people at present don't forget the financial exposure if any of those individuals in due course seek to demonstrate that they were considerably more employed than self employed!

#### EMPLOYMENT LAW: IMPLOSION OR EXPLOSION?

Employment law is without doubt an ongoing nightmare for many managers and employers! Constantly changing, unpredictable and not always common sense!! So if you want to be in the know and feel somewhat less exposed then why not attend one of our **FREE employment law update seminars** advertised on the back page.



## In Your Words...

The redundancy process is 99% complete and it looks like we have the perfect result with salary reductions agreed, JD's amended to take greater responsibility and 3 positions successfully made redundant. As I type this I can't believe we managed to do all this in 4 weeks without any real upset or negativity in the business. Thank you and all your team for your valued support during this process, much appreciated.

**Ken Gormley, Business Unit Manager - MESL**

Jaluch always delivers good practical advice.

**Melanie Knight, Head of HR - Harold G Walker Solicitors**

Going through disciplinary proceedings can be very stressful especially when employees have been with you a long time but using the professionalism of Jaluch helps to minimise this, as it is important to have good and accurate guidance with a quick response. All this was proved in my recent dealings with them.

**Peter Philip, Managing Director - Philspace**

I need the help provided by Jaluch to get me through the minefield of legislation and particularly appreciate that they are always mindful of the reality of a situation.

**David, Managing Director**

## Email Updates...

Like our magazine? Miss us between issues?

For more fun and fact-filled articles from Jaluch, sign up to our FREE fortnightly 'five minute' email update service!

Our emails are designed to give you a quick 'heads up' on what's happening in the world of employment law, HR and training... all within the time it takes you to slurp down that well-deserved cup of coffee!

To sign up, please visit [www.jaluch.co.uk](http://www.jaluch.co.uk) and enter your email address into the purple "Email Updates" box on the left.

*Privacy Policy: We promise not to pass your details onto any third party. Our messages may be unsubscribed from at any time, by following the link at the foot of every email.*

# Head in the Sand...

“Is it against the spirit of our equality laws to provide training directed at women?”

**W**hether you are a business director or an HR professional, the reality is that you can stick your head in the sand all you like but social, political and business pressures to address diversity issues at the top of organisations are here to stay.

The **political** target is 25% of board members by 2015 to be women (and if you think this is high you need to be aware that plenty of other countries in Europe are heading for 50% targets!).

**Socially...** By 2020 we are expecting significantly more women in the workforce. We also expect 30%+ to consist of those over 50. Only 20% of the workforce will be male and under 45 years of age. If you already experience labour shortages then you need to ensure your recruitment and employment practices reflect the changing demographics of the talent pool.

**Business...** Research has shown that diversity at board level can have some very positive effects. In particular it has been found that women have less of a tendency to 'nod' decisions through and have a positive impact when it comes to corporate governance. One report suggests that FTSE boards with 20% or more female leadership have an operational and share price average significantly higher than those with lower female representation.

But being somewhat controversial what we wanted to talk about here is not what people are doing to develop women, but what people are THINKING about the development of women.

**Perhaps you are one of those who can hear the very loud SILENCE that is currently booming through corporate corridors??**

But why? Well here we have set out 20 questions about women's leadership development. Why not use some of these to prompt some discussions with your board so the real issues can be properly

voiced and discussed...

1. Who holds women back the most? Men who like the status quo, women who don't really want the top jobs, or women leaders who like the exclusivity of the upper ranks so don't actively encourage others to join them?
2. Is it against the spirit of our equality laws to provide training specifically directed at women?
3. Is a scary new form of feminism on the rise making men (and some women) run for the hills?
4. Do male dominated boards want women to join them who have adopted male styles of leadership and communication, or women who have their own more female style?
5. Is it value for money to develop women for top jobs when more women than men take time out to raise families and often also take responsibility for elderly relatives?
6. Do women expect a leg up, or do they really understand that they have to put in the hard graft and long hours to get to the top positions?
7. Why are more women not pushing this issue? Fear of speaking out, fear of being accused a feminist, lack of interest, belief that change is slowly happening anyway?
8. How many businesses are open enough and perhaps brave enough, to survey female staff about what they think and want in terms of the diversity of senior leadership?
9. How can you discuss women's inequality in the UK when many find it is not politically correct to even admit that inequality still occurs on a regular basis?
10. Will some of the banter, fun and camaraderie between board members, that can lighten the load when times are tough, have to disappear if a woman is appointed to the board?
11. 2015 is pretty close, but how many years does it actually take to achieve a genuine and self perpetuating change in people's attitudes e.g. to what roles the different sexes do in society? (And lets try being honest here...) 20 years, 50 years, 150 years, never?
12. Are some female dominated HR functions feeling that they are in an awkward position being asked to justify money being spent on women's development?
13. What do you do with women (both senior and junior) who actively discourage or block other women from going for top jobs or seeking development?
14. When does assertiveness training lead to women who are over assertive?
15. Do enough women actually want the board level jobs? France wants 50% of women on the boards. Are there enough candidates to achieve this even?
16. Can you really do a board level job and successfully combine that with childcaring duties? Can you really do a board level job given enormous compliance and legal requirements if you work part time?
17. Does a woman who dresses in a feminine way actually have credibility at board level or do men (and some women) prefer a woman to be less overt?
18. To create an environment that makes women want to apply for board positions, what needs to change?
19. Women tend to stick in jobs they enjoy. Men have a greater tendency to job hop as they work their way up the ladder. When you appoint to a board position, you can find that men are more qualified for top jobs due to their breadth of experience. How do you tackle this issue?
20. What might be the 'cost' to both the business and the individual concerned of appointing a woman to the board who is less experienced and qualified than other board members?

**It will definitely cost you to develop women for senior leadership and the board! The big question though is will it cost you more in the long run not to develop more women leaders? We challenge you to do some honest sums!**

**Oh, and if you want more stats relating to business reasons for developing senior women, please do speak with Helen, our CEO.**

# Specialist Services

## Making Life Simpler For You

**N**ot sure who can help you? Call Jaluch and ask us who we can recommend! We might just be able to save you hours of surfing!! Below are just some of the partners and services we are delighted to be able to vouch for...

### CRB Checks

Need any CRB checks? Jaluch will shortly be able to offer an online service to acquire CRB checks for staff. Following a successful application, each employee is then issued with a credit card size identity card that confirms they are CRB checked – perfect for any employees who visit clients' premises or who work away from your main site and who will benefit from having this type of documentation to hand. And a great comfort factor for your clients also. For more information, please contact us.

### Childcare Vouchers

We are delighted to now offer childcare vouchers in conjunction with our partners **kidsunlimited** - a benefit that saves money for both employer and employees! Childcare vouchers are a tax efficient government scheme to provide working parents with tax free funds towards paying for their childcare. The scheme is simple to set up and administer online, and for employers added benefits include incentivising employees to return to work and reducing absenteeism. To find out more download our brochure: [www.jaluch.co.uk/our-partners/childcare-vouchers.html](http://www.jaluch.co.uk/our-partners/childcare-vouchers.html)

### Contract and Commercial Management Support – without the Lawyers!

It's not what we do but the way that we do it... Jaluch provides HR support without the high cost of using solicitors but with pragmatic support given in plain English. And now, for those of you who prefer to see less rather than more of your expensive solicitors, Devant is an organisation that also offers you a choice, but this time in the area of contractual and commercial management. So ditch the corporate solicitor who drives you mad with slow response times, poor customer service and high bills, and pick up the phone to Devant instead. We are sure you will be impressed!

### Supporting Staff with Disabilities

Got an employee struggling to return to work after developing a disability? One to one coaching is available from Steph at Making Lemonade. Disability awareness training also available for staff and managers who would value understanding more about working with and around those with disabilities.

### Remuneration Strategy Reviews

Expert help is available from Sylvia at Reward First People Consulting if you want to support with remuneration or benefits matters. This is a niche few HR people have expertise in but with the size of the average salary bill, not an area you really ought to get wrong. So if you want some proper advice and support, please speak to Reward First. One to one coaching is also available for Directors wishing to develop remuneration strategies.

### Its 2012 but only 33% in the Private Sector have a Pension

Pensions legislation is on its way. You probably have just one or two years to sort this area out if you don't yet have a company pension scheme. So, for a pension solution from pension experts who focus on supporting SMEs with a whole range of employee benefits, why not call The Finch Group. They are client friendly, provide a great service and have a great reputation!

### It's a Numbers Game

Any of your managers suffer when it comes to budget time or end of month accounts? Anyone struggling with the proverbial two plus two? Perhaps its time for some finance training for non-financial managers to increase competency across the board? If so, why not speak with Halagen who are fast developing a great track record in providing interesting and thought provoking training in this area.

For further information on any of the above services please visit the Jaluch website: [www.jaluch.co.uk/partners](http://www.jaluch.co.uk/partners)



# In-House Training from the Experts

Jaluch have years of experience in providing unique, bespoke and trusted training in leadership, management and employment law. We pride ourselves on having the best trainers in the market, and combine this with highly relevant material and methods of delivery that are all designed to suit your individual business needs.

Nothing about our training is 'off-the-shelf', so if you wish to choose elements from different courses e.g. appraisals and absence management, we will build you a course to reflect this! Down-to-earth, practical, thought provoking and delivered in plain English, our clients tell us that training from Jaluch absolutely hits the mark, time and time again!

The topics below represent a small selection of what we are able to offer – give call us a call to discuss your specific requirements.



## Leadership and Management

- ▶ Absence Management
- ▶ Appraisal Skills
- ▶ Developing Team Commitment & Motivation
- ▶ Effective Planning and Delegation
- ▶ Effective Working Relationships
- ▶ Employment Law Essentials
- ▶ Leadership Skills
- ▶ Leading through Change Management
- ▶ Managing Discipline
- ▶ Managing Grievance
- ▶ Managing with Confidence
- ▶ Supervisory Skills

## Individual Skills Development

- ▶ Assertiveness Skills
- ▶ Conflict Management
- ▶ Diversity & Equal Opportunities
- ▶ Influencing Skills
- ▶ Mentoring
- ▶ Coaching Skills
- ▶ Personal Confidence
- ▶ Presentation Skills
- ▶ Problem Solving
- ▶ Raising Commercial Awareness
- ▶ Report Writing
- ▶ Stress Management
- ▶ Time & Priority Management

## HR Professionals

- ▶ Building Credibility for HR
- ▶ Data Protection
- ▶ Dispute Resolution
- ▶ Diversity & Equal Opportunities
- ▶ Recruitment and Selection
- ▶ TUPE

## Staff Representatives

- ▶ Effective Staff Representation
- ▶ Negotiation for Staff Representatives
- ▶ Redundancy Training for Staff Representatives
- ▶ Essential Employment Law for Staff Representatives

## In Your Words...

Just a quick note to say thank you for the training supplied to the Employee Representatives on Friday. Sarah explained everything in very good detail. She solicited feedback from all agents to ensure that they fully understood their roles and the importance of these during this process. Sarah is a credit to Jaluch.

**Jazz Singh - Club La Costa**

The whole course is very worthwhile and I am taking away a lot of information which I will put into practice.

**Sakinder Khan - National Pharmacy Association**

The trainer was fantastic, explained everything in great detail and gave lots of opportunities to answer questions.

**Nitin Padwal - The Cavendish, London**

It was a very well structured course with a good mix of handouts, discussion and exercises; I would recommend it for all managers!

**Phippa Barrett, UNUM**

Excellent course, well presented and excellently supported by the course material.

**Dave Perry - Freightliner**

# Mentoring Moments

In recent years at Jaluch we have seen a significant move away from a 'one training course fits all' approach, to far greater use of one to one mentoring or coaching programmes for specific training and/or support needs.

Particularly for senior managers and directors, sometimes some discreet coaching is far more sensible than trying to find an open (public) course for them to attend or asking them to attend a general management training session where their presence might inhibit the participation of others or where the level is pitched just too low for their needs.

One of our Partners, Sylvia Doyle of Reward First People Consulting, has seen her business grow partly as a result of offering a niche mentoring service for HR Directors seeking to develop their remuneration and benefits strategies. This is a great example of how you can identify and address specific development needs through coaching or mentoring. No need for an enormous budget if you carefully select specific individual training needs.

In the past five years the growth in the coaching industry has been huge. What is pleasing to see though, is how so much coaching nowadays is tailored to addressing specific needs rather than just being provided on an ongoing basis for ill defined outcomes just because its cool and trendy to 'have a coach'!

In the same way we have seen mentoring schemes flourish across many organisations with those being mentored ranging from graduates new into the workplace, those returning from long periods off work whilst raising children, staff with disabilities, those returning from long term sick leave and those who are working towards a promotion.

There is a challenge though....with so much turnover in some businesses recently some of the coaches and mentoring schemes have fallen by the wayside a bit. Perhaps because some of the internal coaches and mentors have left the business, or in some cases, because those who promoted or championed the schemes have moved on or become distracted with other matters.

So is 2012 the year to revitalise some of these schemes? Train a few more internal coaches and mentors up, focus on sharing and spreading knowledge and skills across the business and at the same time provide some employees with opportunities to develop skills and experience outside of their normal job function? It's a great way to both support your staff and involve your staff – at all levels of the organisation.

**Jaluch and our partners have many years' expertise in providing coaching for senior executives and HR professionals. Please ask us if you would benefit from any support.**



# “I Don't Believe It!”



## Or Why Staff Don't Listen to Negative Feedback

FROM THE J-BLOG BY HELEN JAMIESON

**I**n recent weeks, during various training sessions, discussions have turned to how to successfully give staff the feedback they won't necessarily want to hear.

I am sure that many of you know the 'sandwich' technique for giving feedback - some call it the 'burger' - anyway, in essence, its about giving some positive feedback at the start and end of your discussion, with the negative or 'constructive' feedback sandwiched in the middle to make it somewhat more palatable!

The sandwich technique is a great technique but all too often its not enough when dealing with tough cookies, and we probably need to develop a 'brick' technique to follow it!!

After using the sandwich technique, what we tend to find is that whilst our treasured and dearly beloved employee has heard our positive feedback, their ears seem to have slammed shut during the bit that wasn't so palatable. And if you probed them on this a few days later, it would appear they have genuinely convinced themselves they never actually heard it at all!! (Occasionally of course a totally different response emerges - that of the roaring lion who insists everyone else is to blame! - but we'll deal with them another day).

Sometimes I think I ought to have some training in psychology so I could do my job better! But I don't, so I have to use my logic and common sense... so...

I think that what I increasingly see is that some (many?) staff are not at all accustomed to any negative feedback at all. Perhaps they went through school with 'softly, softly' teachers who praised up the good and skimmed over the not so good and then progressed through the first stages of their career with 'softly, softly' managers in 'softly, softly' organisations so, by the time they get to you, heaven forbid should you decide it is time to highlight a few areas of concern.

Its partly a cultural thing therefore, we have largely throughout the UK become very soft and non confrontational in management style. Also, managers are often extraordinarily fearful of falling foul

of employment legislation which doesn't help when encouraging them to tackle issues. Added to which, and this is a 'biggie', our society is not big on honest feedback, we prefer to tiptoe around issues for fear of confrontation so, when you get to the point when honest feedback is essential due to performance being affected, you actually have an Everest to climb in terms of giving the person feedback and getting them to see that its not a personal attack and something akin to the end of the world.

No wonder their ears slam shut. Its a shock thing!!

You might say 'softly, softly' is a good thing. But from my perspective I see companies putting up with nuisance individuals for months or even years longer than they should because of 'softly, softly'. Once I even came across someone who had been passed from department to department for 16 years until such point as their most recent manager asked me if I could help her tackle the issues that had been left untackled for so long! 16 years! 16 years of living with someone who was rude and aggressive to others! Totally unnecessary.

I also see staff welfare (i.e. not upsetting said member of staff by giving essential feedback) being put ahead of customer needs and business quality issues. Are your staff more important than your customers? Its an interesting question and the phenomenal number of managers who answer 'yes, staff are my primary responsibility' just highlights to me how so few managers really understand essential commercial issues within the business. Not much incentive then to tackle the difficult stuff and upset team harmony!

But I digress... as I often do!

In a nutshell, all I wanted to highlight today is that giving staff critical feedback that they won't want to hear is a dying art. Managers aren't accustomed to giving it and staff often elect not to hear it when in fact it is given. You might think 'softly, softly' works well for you in which case, that is fine with me! But if you feel that 'softly, softly' is at times hindering your organisation, then perhaps 2012 is the year to revisit your core values, as those relate to staff management, and rethink your organisational/management culture in respect of the people culture. Another activity might be to set performance objectives for each manager relating to appropriate and successful staff management of those in their team.

You might also, to support these activities, consider whether training is needed for your directors and managers in

1. employment law - to raise their confidence to deal with difficult issues
2. giving critical feedback - to improve their skills in this area
3. addressing tough and sensitive issues in performance reviews and ongoing performance management discussions - to ensure that after tough issues are raised initially, they are then progressed until such point as the necessary change in behaviour is achieved

Then the next time feedback is given and the ears have 'slammed shut' your managers will have greater confidence and know how to deal with the situation.

**If any of this is of interest to you and you would like to discuss it more, or if you would like to find out about any Jaluch training or seminars, please do get in touch - [helen@jaluch.co.uk](mailto:helen@jaluch.co.uk)**

# No Room for Complacency

**F**or more years than we care to count, Jaluch has been delivering training courses in managing performance reviews (appraisals). Not surprisingly, there is always a mixed reception to these at the start of the day, with managers' views varying from:

- ▶ Been there done that and today's a waste of time!
- ▶ Great, wanted for years to really know how to do them properly!
- ▶ Can we focus less on the paperwork and spend time talking about the areas we find really difficult such as talking about where and why performance isn't up to scratch.

It's always a mixed bag, but whatever they say at the start of the day, it is possible to deliver some training that really hits the mark with everyone - if you just take some time to plan it well.

So, if you are thinking of rolling out some performance review training over the next few months.....

- Rather than just assuming you'll do a variation on a theme of what was delivered last year, how about doing a **quick poll of managers** asking them which topic could be included that would be of most value to them? This way you will start to get their buy in before they ever walk through the door.

- Also, why not consider if you would get more value from two half days covering 20 line managers on one or two specific topics such **setting soft skill performance objectives** or being **more assertive with the slippery fish(!)**, rather than just one day for 10 managers on the whole process?
- Another option this year might be to not spend money on a one day training course at all, but instead to spend your budget on a **mid term review** of all objectives set, ascertaining what is being achieved and what is not being achieved and putting in place some **one to one coaching** with those managers who seem to have lost their way.
- Turning training on its head, how about ignoring your managers training needs this year and instead invest in some **sessions for staff on the 'receiving end'**, so that they can begin to buy in to the review process, develop some listening and questioning skills, learn how to give constructive feedback to their managers etc. Perhaps managers would not find the process so onerous if staff were more engaged with it?

**The rest of the world has turned on its head in recent times, so how about you turn your training courses on their heads too and come up with something entirely relevant for your changing business needs?**

## Root Cause

If someone failed to achieve the targets last year that were set out in their performance objectives, will you achieve anything more this year if you set them yet more targets? Perhaps instead you need to look at the **root cause** of 'why' they failed to achieve their targets last year?

Perhaps they were doing what was required to achieve their targets but not in the way that would bring in results?

What are your thoughts about their communication skills, their team working skills, their listening skills, their strategic thinking skills, their leadership skills, their assertiveness skills, their delegation skills, their ability to develop good working relationships? If some of these are lacking, no setting of yet more targets will achieve anything more than it did this year. So why not instead consider setting some soft skill objectives so you start to address the root cause of their underperformance?

**Stuck for how to give your managers the confidence to do this? Why not invite us in for a lunchtime toolbox talk training session?**



## Smile... It's Review Time!

"He would be out of his depth in a car park puddle..."

"If you gave her a penny for her thoughts, you may well get change..."

"She doesn't have ulcers, but she's a carrier..."

"Has the wisdom of youth and the energy of old age..."

"His men would follow him anywhere, but only out of morbid curiosity..."

# J2 Seminars



**O**ur **FREE** breakfast seminars offer a unique opportunity to discuss relevant employee, legal and commercial issues with a panel of experts - you the participants! These free seminars are designed for directors, senior managers and HR professionals. Places are allocated on a first come first served basis and are limited to two places per organisation. Book early to avoid disappointment!

## Employment Law - Implosion or Explosion?

<b>Tue 31st Jan</b>	<b>Bournemouth</b>	<b>9.00am - 11.30am</b>
<b>Thu 2nd Feb</b>	<b>Reading</b>	<b>9.00am - 11.30am</b>
<b>Wed 8th Feb</b>	<b>London</b>	<b>9.30am - 12.00pm</b>

- ▶ What the government said it would do about red tape
- ▶ What the government has done (or not done!) and what its planning next
- ▶ What else is in the pipeline?
- ▶ What this all means for you

This seminar is fast paced and informative and takes a look at what is changing in employment law and – most importantly – what that might mean for you! From TUPE to redundancy, tribunal fees, unfair dismissal, working time, parental leave and a host of other topics... practical and pragmatic as always, this is a seminar not to be missed!

## Social Media Shockers

<b>Tue 28th Feb</b>	<b>Bournemouth</b>	<b>9.00am - 11.30am</b>
<b>Thu 1st Mar</b>	<b>London</b>	<b>9.30am - 12.00pm</b>
<b>Thu 8th Mar</b>	<b>Reading</b>	<b>9.00am - 11.30am</b>

- ▶ Can you sack an employee who posts lewd pictures on Facebook?
- ▶ Who owns the contacts on LinkedIn?
- ▶ Are young people really starting to refuse to work in organisations that block Facebook?
- ▶ How much time do staff actually spend logged on during working time?
- ▶ Do staff lose respect if directors and leaders are social media dinosaurs?

From an HR perspective, this seminar looks at the challenges of social media for businesses. Where do you stand contractually with staff, what do managers need to know, where does data protection law fit into this, when does the Human Rights Act apply, what policies should you be putting in place, what training should you be thinking about for the future, what are the major pitfalls and possibilities for organisations.....plus lots more.

During the session we will provide clear analysis of the key issues and include 'real life' case studies and scenarios to encourage group discussion. Interactive and participative as always, this will be an informative and lively morning!

Book your place today - call us on the numbers below

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