

INSIGHTS

HUMAN RESOURCES

2020 ISSUE 9

HOW CAN EMPLOYERS SUPPORT STAFF WITH GENDER DYSPHORIA?

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RECRUITMENT &
HR OUTLOOK 2020

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KEY TO EMPLOYEE
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ECO OFFICE

DONT DELAY THE
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Claire alone has almost 25 years' experience recruiting for the HR sector and the team can offer clients a detailed insight into current job market trends, available skills analysis and candidate expectations.

She is supported by Lisa Orchard for permanent recruitment and Suzanne Sherriff who looks after temporary, contract and interim roles. Together, they bring an additional 50+ years' experience to the team.

The team delivers an exceptional, thorough and fast service to both clients and candidates at all levels, and are responsible for our series of free and ever-popular educational events for HR professionals.

Visit our website for more information - <https://bondwilliams.co.uk/blog/events/>

Did you know about our other specialist divisions?



Hello and welcome TO ISSUE 9 OF HR INSIGHTS!

Firstly, a Happy New Year to all of you. We're not only celebrating the start of a new year – but a new decade.

We could finally (hopefully) exit the European Union, which will go some way in improving a sustained period of uncertainty that has impacted many businesses' long term planning. Compared to 10 years ago, we are also under pressure to improve the physical, mental and social wellbeing of our employees and face up to the widespread issues of climate change and mental health.

In this issue, we are discussing some of those issues, with a piece on how you can create a more eco-friendly office, a guest article from Mercer Marsh Benefits (formerly Jelf) on supporting employees with gender dysphoria and Chris Dobbs from Frettons looks at a recent case where ethical veganism was declared a protected belief.

Another theme is leadership – first-time guest author, Sarah Hamilton-Gill provides advice on assessing internal leadership talent and Rosemary Darby-Jenkins tells us how people managers aren't just born but also made.

We are again sharing the results of a recent survey, in which we asked businesses what their three biggest recruitment challenges are for 2020, and also explain how you can manage meetings more effectively, why taking too long to make a job offer is putting candidates off and why you should re-think making a lower salary offer.

There's so much more in this issue as well and I can honestly say that I think this is our best issue yet.

We're already planning for our April issue, with some new and exciting contributors lined up, but if there's something specific you'd like covered or would like to contribute your own article, do let us know.

Claire



Claire Bond
Director, Bond Williams Professional Recruitment

If you would like to be involved or contribute to the next issue of HR Insights, we'd love to hear from you.
Please email: marketing@bondwilliams.co.uk

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BIGGEST RECRUITMENT CHALLENGES FOR 2020

Businesses across Dorset, Hampshire and Oxford have revealed that their biggest recruitment challenge for 2020 is the shortage of suitable candidates. The survey by Bond Williams Professional Recruitment is in its second year and asks local employers to detail their three main recruitment challenges for the year ahead.

Over a quarter of respondents (26% - down from 29%) stated that there were a limited number of suitable candidates available for their roles, with lack of specialist skills or relevant experience being the main issue. Personality and culture fit were also given as reasons.

The recruitment process was revealed as the second biggest challenge (16%), up from third place last year. The majority of businesses maintained that the 'time to hire' and attracting the right talent in the first place will continue to be the most difficult part of recruiting. A further 5% of employers said that a high volume and constant need for staff makes recruitment difficult.

Being able to offer an attractive candidate package moved from second to third place for 2020, with 10% of companies revealing it is becoming harder to compete with higher paying employers or put an overall benefits and flexible working package together that will appeal to prospective employees.

For the first time, creating a diverse workforce was stated as one of the three biggest recruitment challenges for 6% of respondents, with the STEM sector in particular detailing the difficulty in attracting women into roles. Also new for 2020 is dealing with recruitment agencies (6%), suggesting that there is work to be done to improve service levels and client-agency relationships. In addition, the costs associated with recruitment, although not specifically related to agencies, is a challenge for 5% of businesses.

In other responses, 5% of companies feel they need to improve their employer brand in 2020 and that market or business uncertainty makes resource planning problematic. Uncategorized responses (other - 7%) included changes to IR35 regulations, apprentice training and dealing with mental health in the workplace.

Claire Bond, Director at Bond Williams, provided this specialist commentary on the findings:

"It is no surprise to us that the candidate shortage remains the biggest challenge for businesses as it's still very much a candidate-driven market. This is also putting pressure on employers to develop more attractive salary and benefit packages, as well as make improvements to how their company is perceived as a place to work.

"Again, employers need to consider building a pipeline of prospective candidates, cast their net wider in terms of location and advertising platforms and also make a concerted effort to improve the experience for the existing employees who are the best advocates for their business. In turn, this will help them attract the right talent, which businesses told us was one of the biggest challenges with the recruitment process.

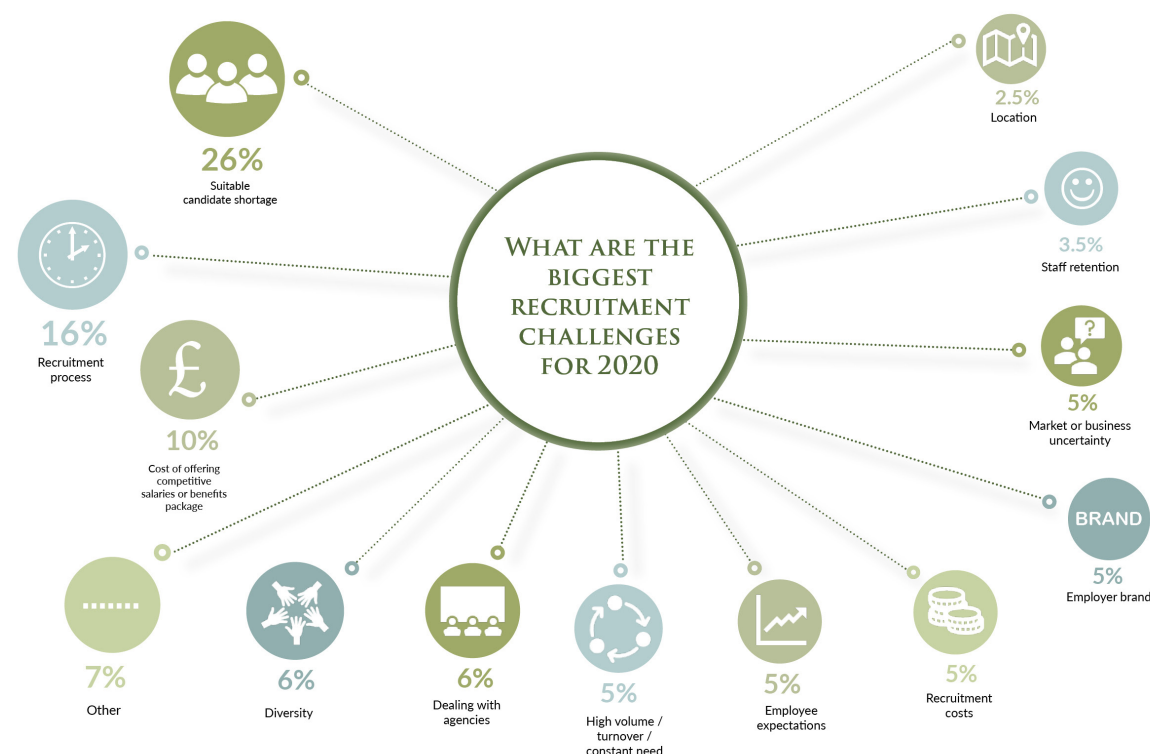
"Of course, the recruitment process can be time-consuming, especially when done solely in-house, which is why it can be more cost-effective to use the services of a recruitment agency. However, feedback we get from many candidates is that when clients take too long to respond or make a decision during the recruitment process, they lose interest and faith in that business, so employers must be prepared to move fast once the decision has been made to hire and not have too many stages in the process as this can be very off-putting.

"It is disappointing to see that some employers find it difficult to work with agencies. At Bond Williams, our core objective is to take as much information as we need from the employer to be able to handle the whole candidate search, shortlisting and interview management process from there, minimising the need for additional input and questions and ensuring we find the most suitable candidates.

"It's great to see that diversity is now being taken seriously, although we agree that it's not always easy to achieve in the workplace. That's why many of our [free HR events](#) and advice articles in our quarterly HR Insights magazine provide advice and guidance from specialists on how to create a diverse and inclusive workforce."

Bond Williams' recruitment consultants have over 300 years' combined experience and specialise in recruiting high-quality candidates for permanent, temporary and interim roles in the following sectors - Accounting & Finance; IT & Software Solutions; Office & Commercial; Human Resources; Engineering, Science & Space.

Contact your [local office](#) today.



ETHICAL VEGANISM: A PROTECTED BELIEF

Veganism and The Equality Act

What the decision says is that ethical veganism is a protected belief and so can be considered on par with a religion. Adherents to ethical veganism are therefore protected from all forms of discrimination under the Equality Act.

It could pave the way for the kind of claims the media has suggested: supermarket cashiers refusing to handle meat products, claims against the Bank of England for the use of tallow in banknotes; but these too would be first-instance decisions and the tribunal or court handling them could disagree with the Tribunal ruling.

Advice for employers on Veganism in the workplace

Ethical veganism is capable of being a protected belief and employers should be cautious to treat it as such. This is another in a series of steps by the Employment Tribunal to broaden the protection afforded by the Equality Act and employers should be taking these judgements seriously. Future cases are likely to be concerned with the belief of the particular individual and the manifestation of that belief. However, no employer wants to be the test case so it is important to take the outcome seriously when reviewing workplace practices and policies. Now is a good opportunity to review them and decide if any changes need to happen.

"Employment judges have been careful not to 'open the floodgates' but comments in these cases suggests a movement towards protecting more and more diverse views. There are some 600,000 vegans in the United Kingdom and workplaces should be looking to ensure they are not subjected to discrimination in any form: business lunches, social events and workplace harassment are all potential issues."

The newest member of Fretten's specialist employment team, Chris Dobbs, looks at the recent ruling, in which the Norwich tribunal has decided that ethical veganism amounts to a 'philosophical belief', in the case of Jordi Casamitjana against the League Against Cruel Sports (LACS).

What is a philosophical belief?

Philosophical belief is a term used in the Equality Act 2010 which protects against discrimination for any "religious or philosophical belief".

The difference between Veganism and Vegetarianism

Vegetarianism was not a protected characteristic. It was an opinion and there are various reasons why someone might be vegetarian other than due to a philosophical belief. Purely dietary veganism would likely have a similar standing.

Ethical veganism, however, has a more broadly united belief system that motivates adherents. There is a conscious and unified belief that humans should not engage in practices that are harmful to the welfare of animals whether that is eating meat, keeping pets or more broadly damaging the environment.

What are the implications?

LACS did not contest the view that ethical veganism was a protected belief and this outcome was not a surprise to anyone following the case.

The media have described it as a 'landmark case' but it is important to remember that this is a decision made by the Tribunal in first-instance and makes no real change to employment law. The decision is not binding on any other court and could be over-turned on appeal but does provide useful guidance to employers.



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Chris' work at Fretten includes acting for both employers and employees whether in dispute and tribunal work or providing HR advice to businesses. He has acted for clients working in social care, education and the military as well as private businesses on a wide variety of employment matters.





HOW TO CREATE AN ECO OFFICE

BEING GREENER AND MORE ECO CONSCIOUS IS AT THE FOREFRONT OF POLICY RIGHT NOW, WITH NUMEROUS CAMPAIGNS GATHERING MOMENTUM AND THE PHRASE 'CLIMATE EMERGENCY' MAKING IT INTO THE OXFORD ENGLISH DICTIONARY IN 2019.

In January, Big Energy Saving Week aimed to make us think of what we can do in the home, but we can also apply better eco credentials to the workplace.

Facilities and office managers are the obvious drivers of professional eco change but don't underestimate employee power. Collective voices can alter the direction a company is travelling in so if you feel strongly enough about energy saving, and have likeminded colleagues, why not start a movement for change? Here are seven ideas you can propose or adopt:

- 1. Install lockers, showers and bike racks** – Cycling is far kinder to the environment than driving and many are tempted to take the two-wheeled commuter option thanks to improving cycle lanes. What deters people, however, are workplaces with a lack of cyclist-friendly facilities. Lockers, showers and secure bike storage will encourage workers to saddle up, with these facilities also appealing to those who run to and from work.
- 2. Opt for hybrid and electric cars** – If your business has pool or company cars, you can cut emissions by switching to hybrid or all electric options. The Ultra Low Company initiative is aimed at encouraging UK businesses to embrace electric vehicles, with Microsoft UK, University of Birmingham and the London Fire Brigade among the first to be awarded 'Go Ultra Low Company' status.
- 3. Be appliance smart** – Offices across the UK are crammed full of appliances, from photocopiers and printers to computer monitors and coffee machines. In 2019, McDonalds started to use more energy efficient appliances to cut energy wastage by 25% and workplaces can follow suit. Efforts can be as simple as turning off items rather than leaving them on standby and recycling broken electronics to replacing all items with the latest energy efficient versions and installing motion-sensor lights to cut the drain on the National Grid.
- 4. Give staff a green kit** – The mantra 'reuse, reduce, recycle' can be helped along by employers. A green kit should be issued to all workers, with the aim of encouraging a more eco lifestyle both at home and in the office. You could include items such as a refillable water bottle, a re-usable shopping bag and coffee cup, a set of bamboo cutlery, LED light bulbs and a solar USB charger.
- 5. Overhaul the stationary cupboard** – Did you know forests the size of 90 tennis courts are cut down every minute to supply wood to make wooden pencils? To combat this, you can buy recycled pencils, along with biodegradable pens made from renewable material, compostable packing materials and tape, wooden paperclips and staple-free staplers that cut down on metal manufacturing. It goes without saying, printers and photocopies should run on recycled paper.
- 6. Reduce plastic reliance** – Plastic is not fantastic. Big names including Asda, Costa Coffee and Evian are doing more to reduce their reliance on plastic and it is possible for your office to significantly reduce plastic use. In addition to incorporating some of the ideas above, employers can: ban the use of disposable plastic cups and bottles; replace water coolers with a mains-fed filtered drinking water system and water fountains; provide more plastic recycling points; buy milk in glass bottles; use refillable soap dispensers and cleaning products; request zero plastic packaging when ordering online and carry out a waste audit.
- 7. Start an office garden** – All you need is enough space for a few pots and a watering can (a water butt or grey water recycling is even better), and you're ready to grow your own. Cutting down on air miles and packaging can be achieved with a few pots by the front door to grow tomatoes and strawberries. No outside space? No problem! There are a variety of edible items you can grow in pots on window sills, such as herbs, salad leaves, chillies and cress. Or why not install a vertical living wall?

Assessing internal leadership talent - and keeping them on board

The New Year brings with it a period of introspection for many senior leaders and management teams for the quarter and year ahead. With new budgets and objectives for what may be a challenging 2020 for some, in our still uncertain economic climate, the desire to assess leaders within your businesses to build and maintain high-performing teams is crucial.

The context of identifying leadership potential in your organisation is the consequence of not having identified and developed it, which leads to a drain of talent, and with our current landscape and uncertainty, the drive to retain at a core level will be even higher. Every business will have to do something different to keep their talent.

So, how do you know what you've got in terms of leadership talent? And how do you analyse the efficacy of these teams?

As vital and informed as your line managers are, as their working understanding of their teams is close to hand and often at a deeper personal level, relying upon managers' appraisals alone tends to be a subjective process.

How can you identify and support leadership potential in your business?

1. Weave in use of a 360-degree feedback

This is simply the most incredibly valuable tool. Not only can you identify opportunities for growth and ideas, this process, as with any well-thought out appraisal and feedback system, will empower your entire business. Of course, the important aspect is to show that you have listened to the participants plus implement and commit to any changes or concepts which can legitimately be introduced.

360 processes can eliminate conflict before it gets to the desk of HR and highlight unrest just as easily as it can bring new ideas and cost saving concepts to the forum. There are many benefits outside of simply deciphering who may have the best leadership career ahead of them. In our experience, there are few to no disadvantages in using this approach!

2. Incorporate use of a psychometric profiling

Psychometric profiling tools are key to identifying leadership potential at an early

stage. Identification for succession and future growth planning needs to occur before promotions or moves to a more senior level are implemented.

Utilising these tools saves time and resources, it provides a perspective simply unreachable via meetings, questions and standard form-filling alone. An illustrative and detailed picture of the inner workings for your team members enables a truly informed approach to decision making. One line manager's idea of who might be ideal to step up into leadership through certain traits and experience can be quite different to another's, therefore; uncovering hidden aspects of an individual at a more holistic level could display indicators such as, for example, not being fulfilled, (a motivator to jump the nest if not tackled), or a desire for success via financial reward which could easily be met.

The possibilities are many, and you may be surprised at what you learn!

3. Executive (or simply) coaching

Developing important behaviours takes time, consistency and repetition. Developing self-awareness and the understanding of responsibility in your managers is brilliantly achievable by fostering an environment of constant learning and goal setting.

Coaching gives an individual the opportunity to learn in a dedicated one-on-one setting, harnessing a focused methodology and a thirst for continual improvement. An experienced outsourced coach can be drafted in to maintain an element of detachment, plus these sessions can easily be held over tele web conferences with results that are just as effective, which could extend to disparate parties and international offices or remote teams and individuals.

4. Meaningful personal development plans.

Outcomes from any coaching, profiling or 360 feedback needs to feed into a development plan with meaning for the participant.

Encouraging your current or would-be leaders to self-reflect and remain accountable over a progressive developmental period encourages the ideation of solutions to day-to-day matters in addition to greater long-term objectives and improves the chances of advocating openness and better communication throughout the organisation and its people.

Which key success attributes need to be identified when looking at leadership potential?

Look out for:

- A thirst for learning
- An inquisitive mind
- A drive to succeed
- Resilience
- Great interpersonal skills

If those boxes are ticked, you know you're on the right track!

Where organisations want to assess their top team or their senior leadership group one of the quickest, most objective and rewarding programmes is to develop a high potential development centre. This is a strategic way to see the gaps in your team and to provide in depth analysis of each team member providing comprehensive plans for the business.

When working with the MD/owner as well as HR, this has often thrown up surprises that may not have been known about. In one organisation we found eight out of the 11 leaders were unlikely to stay more than 12 months. A potentially crippling scenario.

And remember, fostering leaders from day one will improve employee retention and reduce recruitment costs.



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Sarah is an award-winning, ex-Virgin Start-up mentor who organically grew a 7-figure business consulting to a huge variety of companies in the UK and internationally. Her first book, "Leap into HR Consulting", is being published in April 2020. To sign up for Sarah's March Boot Camp, a signed copy of the eagerly anticipated "Leap into HR Consulting" book, released this April, or enlist on Sarah's Retreats and Discovery Events, please visit the website.

Implement achievable New Year Resolutions in HR



Most of us have been there - the start of a new year and time to challenge ourselves with a resolution or two. They're always set with the best intent and we may even be brimming with willpower, yet so many of us are rarely successful in seeing them through.

With over 80% of New Year's resolutions failing before the end of February,¹ you've got to ask, why do we bother with them at all?

There is something in the opportunity of a fresh beginning. Whether you're an employer of people or an HR professional, the start of a new year is a metaphorical blank canvas that we can paint differently. HR departments are in the unique position of overseeing many areas of the business and have an opportunity to positively influence not only their teams but also the rest of the organisation.

It's fair to say that businesses rarely set New Year's resolutions, but they do set goals. Big or small, ideological or tangible, it's vital that HR can support the setting of these goals to make sure that they are achieved.

Here are five simple steps to consider:

1. Be realistic

There's nothing wrong with shooting for the moon, just don't try for Pluto! Most goals fail because they are too harsh or just unattainable, so keep it real. When a goal is really achievable you will feel motivated and energised.

2. Break it up

Remember, Rome wasn't built in a day. Some goals may be big and need to be broken down into smaller steps. Often even the smaller goals will become easier to achieve if you apply the same logic. Setting micro-goals will help as they are task-specific and deal with everyday tasks that need to be done in order to achieve the bigger goals.

3. Quantify everything

It can be very easy to say you want to improve or reduce something but ask yourself: how do you know when you have succeeded? Instead of just saying you want to increase retention in your organisation, you should set specific measurables such as increasing retention by 3% by the end of 2020. This way it is clear when you have been successful. It also helps as you will be able to track progress over the year. What gets measured gets done!

4. Check-in regularly

This is all about keeping your focus and staying aware of what is important. Regular check-ins will keep you honest and help you stay on track. Set reminders in calendars, introduce tracking into team meetings or have them on the agenda. The goal should be a priority, so make sure you treat it as one.

5. Build accountability

Advertise your goals; get others involved to support them (and you). Accountability is not just about who 'owns' the goal or resolution, more often than not it is a team effort and when things are tough there's nothing like someone cheering you on from the side-lines.

Setting resolutions or goals are not restricted to the New Year and you certainly don't want to be part of the 80% that fail before February. Try these five steps and make sure you give yourself every chance of success.

¹<https://health.usnews.com/health-news/blogs/eat-run/articles/2015-12-29/why-80-percent-of-new-years-resolutions-fail>

HOW CAN EMPLOYERS SUPPORT STAFF WITH GENDER DYSPHORIA?



Gender dysphoria is currently a hot topic of discussion. It has already been reported that demand for transgender healthcare is expected to accelerate.

In fact, Dr James Palmer, the Medical Director for specialised services at NHS England said that referrals to adult services have increased by 240% over the last five years and nearly two million Britons could question their gender in the coming years. In the future he expects up to 3% of the population to make contact with transgender health services at some point in their lives.¹

What is gender dysphoria?

Gender dysphoria, sometimes known as gender identity disorder (GID), is a diagnosable medical condition, where a person experiences discomfort and distress because of a mismatch between their biological sex (assigned at birth) and their gender identity (the gender a person identifies with).

There are no physical symptoms of gender dysphoria, but people may experience and display a range of feelings and behaviours. In some cases, medical treatment is appropriate and aims to help people live the way they want to, in their preferred gender identity.

Gender dysphoria treatment

Gender reassignment can be a very lengthy process, often taking years from the initial consultation to completion of treatment. There can also be a wide range of supporting treatments and ongoing drugs in addition to the surgical requirements.

Adults with gender dysphoria should be referred to a Gender Identity Clinic. But with only eight NHS commissioned Gender Identity Clinics, there can be up to a two-year wait following GP referral. These clinics offer ongoing assessments, treatments and the appropriate support and advice for people with gender dysphoria.

The NHS guidelines state that the individual will have to live as their chosen gender role

for at least two years and then satisfy the Gender Recognition Panel that they intend to do so for the rest of their lives. They will then be eligible to proceed with surgery.

However, there is no defined treatment pathway and the gender dysphoria treatment chosen will vary from person to person. Some trans individuals will live permanently in the gender role that is most comfortable for them without ever seeking medical treatment.

In many cases people who are experiencing transgenderism have a combination of hormone medication and surgery. The social gender role transition is usually completed within two years and surgery can be considered to permanently alter a person's sex.

What are other employers doing to support staff with gender dysphoria?

Employers are striving to be diverse and inclusive towards their staff. And employees who feel supported and able to be their authentic selves, are less likely to suffer stress and anxiety that can lead to mental health issues.

Mercer has already announced that they now offer trans benefits for treatment of gender dysphoria as part of its UK employee private medical insurance scheme. This incorporates comprehensive cover for gender dysphoria including consultations, diagnosis, mental health and surgical treatment.

The insurance industry is already responding to demand from larger organisations to develop products that include treatment for gender dysphoria.

The options available vary from provider to provider. For example, some will offer optional benefits to larger corporate clients who are either self-funded (via a healthcare trust or cost-plus type funding arrangement)

or fully insured but of a sufficient size to cover the additional claims cost.

Most providers have started to include benefits for gender dysphoria, focusing on either the physiological or surgical aspects of treatment, or in some cases, both. But they have stated any cases will have to follow the NHS guidelines before surgery is authorised, which includes two years of psychological adjustment and hormone therapy.

However, some insurers believe that further due diligence is required to understand the skills and expertise of private surgical facilities, including how they are regulated and how their services interact with the NHS to ensure continuity of care, should the member's private healthcare benefit cease.

Although gender dysphoria is increasingly talked about, there are still a lot of unanswered questions and the full cost of treatment is relatively unknown.

Employers looking to offer benefits for employees with gender dysphoria should be aware of the possible requirements for ongoing treatment for this patient group, such as psychological support to treatment of complications. Also, you must be clear on the level of cover available under any benefit including guidance on underwriting, any operational constraints to NHS transfer and family cover.

Unfortunately, we are a way off yet from insurers offering universal and blanket coverage for gender dysphoria and other associated conditions. However, progress is being made towards the inclusion of gender confirmation benefits to corporate healthcare plans. It is important for employers to obtain expert input to ensure their benefit structures are consistent with the level of support they plan to offer, as well as the overall message they wish to convey to their employees.

¹Health Insurance Daily 'In the spotlight: Transgender and gender identification', Dec 2018

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Right Trax Training aims to build skill sets and change mindsets. They help leaders and managers to drive and deliver change, focusing on the people element of change, providing development that is immersive, engaging and challenging.



Author: Mercer Marsh Benefits
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Award winning insurance brokers providing expert advice to businesses on insurance, risk management and employee benefits.



SPECIALIST RECRUITMENT EXPERIENCE ACROSS 5 SECTOR DIVISIONS

When looking to fill a job vacancy or expand your team using the services of a recruitment agency, specialist experience is key. While the sector you operate in may not seem particularly out of the ordinary to you, many generalist agencies may struggle to match the ideal candidate to a role in a desirable timeframe.

As well as boasting a specialist HR division with more than 75 years' combined experience and headed by our founder, Claire Bond, we also operate four other specialist divisions, covering most businesses' professional recruitment needs.



ACCOUNTING & FINANCE

Division lead: Louise Woodward – Associate Director

Louise alone has been working in the accounting & finance sector for over 30 years. As well as leading our internal division team, Louise acts as the Group Secretary for the CIPD Wessex branch covering Bournemouth, Poole and District areas.

Team experience: 65+ years supporting industry and practice clients from SMEs through to blue chip organisations

Knowledge: They know their Management Accountants from their Financial Accountants and the stark difference in the skills, experience and qualifications required of an Assistant Accountant compared to an Accounts Assistant.

Finance Managers & Directors | Management Accountants | Treasury Specialists
Corporate and Personal Tax | Accountants | Accounts Assistants | Credit Control | Payroll
Ledger Clerks | Trainee Accountants



ENGINEERING,
SCIENCE & SPACE

Division lead: Peter Knibbs – Recruitment Manager

An REC FIRP accredited recruitment professional, Peter has built an excellent reputation in Oxfordshire, arguably the science capital of the UK and where our specialist Engineering, Science & Space division is based. Over the past two decades, he has formed sustainable relationships built on loyalty, knowledge and reliable delivery of quality service and candidates.

Team experience: 40+ years serving the entire STEM sector from life sciences and medical devices to biotechnologies, chemical and mechanical engineering.

Knowledge: You can be sure that our team understands that electrical engineering is not the same as electronic engineering, that there are over 50 different kinds of scientists and skill requirements of entry-level positions through to C-Suite roles.

Electrical Design Engineers | Project Engineers | QC Officers | Development Scientists
Laboratory Technicians | Chemists | Data Analysts | Technical Authors | System Engineers
Laminator Technician



OFFICE & COMMERCIAL

Division lead: Suzanne Sherriff - Associate Director

For almost 20 years, Suzanne has excelled at leading the fast-paced and demanding temporary recruitment needs of clients, which positions her perfectly to manage our varied Office & Commercial division. With an emphasis on delivery and accountability, Suzanne ensures we deliver talented individuals for a range of temporary, permanent and contract office roles and fast.

Team experience: 100+ years working with businesses of all sizes and sectors who require skilled office staff.

Knowledge: Whether you require a receptionist or administrator, qualified discipline specialist such as marketing professional, middle or senior manager or director, our team has a knack for sourcing candidates with both the skills and personality fit for any business.

Directors | Managers | Marketing
Financial Services | Sales | Customer Service | Personal Assistants
Administration | Legal Support Staff | Reception



IT & SOFTWARE SOLUTIONS

Division lead: Charmaine Padfield - Managing Consultant

Charmaine's recruitment career began in 2001 and led to her specialising in IT and software solutions almost six years ago. Combining her extensive recruitment experience with modern methods and a bespoke approach to technical candidate sourcing, she has an uncanny knack for delivering under pressure and even for the most obscure skill requirements.

Team experience: 30+ years sourcing uniquely skilled talent and technical expertise in an extremely competitive sector.

Knowledge: A dream team that can definitely speak your code and successfully recruit for CTO board level appointments to front and back end developers, data engineers and 1st line support. They know your Android (Java) from your iOS (Objective-C / Swift) App Developer; the difference between MCSA and CCNA qualifications; and why a Project Manager can't do the same as a Scrum Master.

IT Directors | Technical Architects | Cyber Security Specialists | AI Machine Learning
DevOps Engineers | Web Developers | Scrum Masters | Automated Testers | Architects
IT Support | Technical Auditors

Why Bond Williams?

Our recruitment consultants have over 300 years' combined experience and have been with us an average of 8.5 years, providing a valuable and consistent service to clients and candidates; enabling us to really get to know your business, talent needs, preferences and company culture and deliver a truly bespoke service specific to you and your business.



PEOPLE MANAGERS: NATURE OR NURTURE?



For most ambitious employees, the measure of success, the pinnacle of their career lies straight ahead in a path towards management. We're pretty traditional in our view of what success looks like - a bigger, more important title and more money..... Becoming the office equivalent of a coach is what most employees are conditioned to aspire to, even if it's not the best fit for them and their natural skillset.

8 WAYS TO MANAGE MEETINGS

Meetings are one of productivity's biggest killers, zapping time and taking people away from core tasks. Preparing for meetings, having meetings about meetings, attending the 'big' meeting and debriefing about the meeting that just took place – no wonder many workers are searching for a more effective way to discuss in a group setting.

It has become such an issue that a governance technology firm, eShare, set out to quantify just how much time was spent and money wasted on meetings. It surveyed 1,000 office workers across the UK and found an average employee spends 10 hours and 42 minutes each week preparing for and attending 4.4 meetings, with 2.6 of those deemed unnecessary. This is estimated to cost the UK's 5.4 million businesses about £191 billion a year.

At the extreme end of the spectrum is Elon Musk's advice – including walking out of meetings when they waste your time and opting out of large meetings – but at Bond Williams, we prefer the more rational tips below:

- 1 Only invite the essential people** – if your aim is to cut down the duration of meetings – which average at 1 hour and 19 minutes, with an extra 1 hour 8 minutes for pre-meeting prep – consider inviting a reduced number of attendees and keep others in the loop by circulating the minutes.
- 2 Use one-to-ones and emails** – many matters can be discussed and decisions made without a huge gathering, so go directly to the person you need or communicate via email. Any resolutions or opinions can be fed to the person who called the meeting and reported without the need for a drawn-out process.
- 3 Always circulate an agenda** – the most focused meetings have an agenda and it works best if this is circulated beforehand, giving attendees the chance to add their own points. Sticking to the agenda will avoid long meetings full of small asides, tangents and unrelated points. If the meeting is a follow up, it can also be helpful to use the previous set of minutes as an agenda but leave time for an 'any other business' conclusion.
- 4 Set a timer** - it can be helpful to set a duration for the meeting before it begins – say one hour – and cross reference the agenda against the clock to stop it from overrunning. Anything not covered can be addressed using the communication methods in point 2.
- 5 Call a stand up meeting** - Stanford Business School held a study with 56 work teams who had stand-up meetings vs. 55 groups holding seated meetings. In the stand-up meetings, groups took 34% less time making decisions, with no real difference in the quality of the decision.
- 6 Hold a walking meeting** – from Steve Jobs to Sigmund Freud, many iconic figures have favoured walking meetings for their ability to focus the mind and communicate more clearly. It's all down to increased oxygen and better blood flow – and perhaps shortness of breath – that prompts people to cut to the chase and stop rambling.
- 7 Take notes** – Richard Branson once said that he was surprised that he was the only person taking notes in meetings he attended. Always go prepared with a notebook and pen so you can record key findings, action points and deadlines. These can be quickly consolidated into a 'to do' list before anything is forgotten.
- 8 Make minutes matter** – before any meeting begins, ensure you agree that somebody will minute the meeting and circulate the notes as soon as possible. It's important for the minutes to reflect what is expected of people and who has been assigned tasks – it's a great way to ensure work gets done and accountability is created.

The management role is very often given to the best performer in the role below, but not everyone is cut out for a role that requires setting aside doing the work in favour of empowering and developing others to do the work. So, can anyone, with enough desire and proper training, become a manager? Are good managers born or made?

The answer is both

There are some managers who instinctively 'get' the basics of how to bring out the best in others – they understand that management is definitely not a one size fits all approach, that everyone is different and that, in order to get the best out of others, you need to understand what makes them tick, what they want from work and what animates them to work well.

You need to flex your style to suit the needs of the recipient. They also recognise that, if they invest their time in coaching and developing their people, they will achieve on their behalf. They have let go of their previous doing role, actively made the transition from team member to team manager and recognise the importance of doing so. They recognise the importance of regular communication and the importance of listening. They are born managers.

I also believe that, with the right training and development and the right attitude, those who are not genetically predisposed to working with and through others, those who don't instinctively 'get it', can learn how to be good managers. However, we need to

appreciate that learning to manage others requires a very significant commitment, just like learning to play the piano or becoming a technical expert. If we appoint the best individual performers and we don't do training, we are bound to have problems.

Many managers struggle to make the shift from doing to managing - they spend a lot of time trying to do the work they used to be good at and not enough time coaching, supporting and helping to develop their people to do that work instead. But, if you're not one of that minority group of managers who instinctively just 'gets it', how are you supposed to be any different if no one teaches you? Many companies simply don't invest in management training. In fact, many companies don't invest in training of any kind, full stop.

Teaching and training is key

Having spent 30 years as an HR professional, I have seen a few of the first category of people managers and many of the second category. My last job in the corporate world was as HR Business Partner in a local insurance company with a large call centre. Most of the team leaders were either school leavers or new graduates who had been promoted from within their teams and found themselves with limited life experience managing their peers – and struggling.

As a result, I developed a series of workshops, to equip them with the knowledge and confidence they needed to make the transition from team member to

team manager. I have built on and refined the content over the years and delivered the programme both in-house and, more recently, as an open programme where managers from all different businesses come together to learn, share their frustrations and build their confidence. The feedback has been incredibly positive and we have a few spaces left on this year's programme.

The programme is made up of 7 half day modules:

1. Introduction to management and understanding what motivates you and others
2. Handling difficult conversations
3. Managing absence
4. Conducting appraisals and managing performance
5. Discipline and grievance
6. Delegation, time management and leadership styles
7. Recruitment and selection and understanding more about personality types.

The workshops will be held once a month in the boardroom of Bond Williams Professional Recruitment, Heliting House, Richmond Hill, Bournemouth. Dates are yet to be confirmed but will likely run from March to November, with a break in August.

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Rosemary has over 30 years' experience in HR for the private and public sector and now runs her own Dorset-based consultancy. She and her team specialise in employee relations, change management, HR strategy, organisational development and reward and job evaluation.





Don't delay the recruitment process

No employer wants to make a recruitment mistake as there are well-documented costs attached to hiring the wrong person but taking an agonisingly long time to advertise, interview and make an offer can be just as detrimental.

Benchmarks from Workable in 2018 showed

the average time to hire a candidate across the seven main industries in the UK (measured as the time between sourcing and the offered accepted) is 24 days. If your recruitment process exceeds this, here are three reminders why a succinct approach to candidates is compelling.

1 You risk losing the perfect candidate

Not every candidate is between jobs or facing redundancy. Many will already have a position that they feel secure in, therefore they don't enter into the application process with the same patience as others. While you may desperately want them to fill your vacancy, you risk the applicant dropping out if you don't offer an interview or the job quickly enough. In fact, researchers found 23% of candidates will wait for just one week after an interview before losing interest, with 39% of candidates reporting that a recruitment process of 7-14 days is too long.

The same sentiment applies if you're trying to snag top talent as they're likely to be applying for multiple roles, be signed to an agency or they could be a prime candidate for head hunting. If you recognise a really good fit for your vacancy, don't delay in issuing an interview date or job offer, or your might find yourself pipped to the post or part of a bidding war.

2 Delays can damage your brand

While recruitment delays result in an immediate loss of talent, a poorly-managed recruitment process can also cause long-term brand damage. Candidates who have been left hanging will take away the impression that the company is disinterested in its employees – that bodes badly for word-of-mouth reputation and the prospect of the candidate ever applying again.

3 Your company will take a productivity hit

Drawing out the recruitment process means a vacancy is left unfilled and work isn't getting done. If the pressure on a team or department builds, it could create an even bigger recruitment issue. Existing employees may leave due to under-resourcing – doubling the recruitment effort needed and the impact on productivity.

How to overcome a slow recruitment process

Metrics should be your best friend: you can task HR with measuring time to hire, the time each step of the recruitment process takes to identify sticking points.

Milestones should include:

- time between a resignation or the realisation a new employee is needed and placing an advert or instructing an agency
- time between the application deadline and a shortlist of candidates
- time between first and second round of interviews
- time between identifying the preferred candidate and the job offer
- time between the job offer and contract out
- time between the job offer and start date

Once you have identified where the delays are, you can divert more resources to help quicken the process or review the current system you have in place. Why not consider a specialist recruitment agency? They can kick start your employment process, expose your job advert to relevant candidates who are actively looking and streamline the job of short-listing.

At Bond Williams, we value personal relationships – both with our recruiting clients and our candidates. With a detailed understanding of a company's unique recruitment needs and an aim to personally speak with every candidate we represent, we can accurately match make to reduce the time it takes to fill a vacancy.



WHY EMOTION IS KEY TO EMPLOYEE RETENTION

Often, there is a lack of clarity around what is expected from staff members and how to engender the culture a company is promoting. Without tangible details underpinning these values, there is no way for people to develop their behaviour to match with the desired culture, ultimately effecting employee retention.

Emotion is the key

When it comes to addressing employee retention, we're hard-wired to connect, so emotion is key. We're born and pre-programmed to form attachments that we need to survive. So when we don't connect, it hurts.

Here is some factual data. When we don't connect the area that lights up in the brain when we experience physical pain – the anterior cingulate – is the exact same area that lights up when we feel 'social pain'. Chronic physical pain is exhausting. The same is true for chronic social pain. It stands to reason then, that a disconnected workforce is an exhausted, stressed and often, burnt out one.

Emotions can both support and provide a barrier to connection, so we need to start talking about them if we are to enable organisations to 'get connected' and retain good people. However, we rarely see 'emotion' and 'business' in the same sentence. Traditionally we don't talk about our feelings and emotions at work, often leaving them at home and just getting on with it.

But let's not forget that we're all human. We all feel. Talking about our feelings and emotions can feel difficult but doing this can bring about incredible transformations that have a real impact on business performance. Getting more connected to ourselves means we can become more connected to others.

Blurring the lines

A 'business person' is defined as someone undertaking activities for the purpose of generating cash flow, sales and revenue with a view to fuelling business growth and development. A 'humanitarian' is someone seeking to promote human welfare. The two are often seen as mutually exclusive, but why should they be? Someone fuelling business growth and at the same time promoting human welfare is the perfect combination to drive connection, high performance and employee retention. The lines need to be blurred.

By creating an environment where people are allowed to be human, businesses can create cultures which have wellbeing at their heart, minimising absenteeism, presenteeism and underperformance caused by poor mental health. The most successful businesses retaining their staff are those who are brave enough to get underneath the real cultural issues within their organisation, and not just tick boxes.

In a business climate where wellbeing, trust and connection are at the top of many agendas, the only way to create this type

of culture is for someone to go first. Being honest about how you are really feeling is key.

Unless you act as the role model in your business, for your team, for your managers and for yourself, nothing will change. Nothing will last.

For years we have been taught to 'put on a brave face' but what we now know to be true is that this leads to burnout, absenteeism, presenteeism and leaveism with mental health issues costing employers between £33 and £42 billion a year.

As well as addressing some of the cultural challenges associated with underperformance as a result of burnout and stress, Rising Vibe also frequently supports its clients with employee retention. We address any lack of explicit communication, political correctness around performance management, people not making the individual or collective changes needed to deliver better results, and a disconnection between the senior leadership team and wider organisation.

Rising Vibe's key aim is to ensure that emotion is part of every culture and we believe that if you look after the human, then the business looks after itself. If you would like to find out more information on how Rising Vibe can help to transform your culture and retain great employees, get in touch.

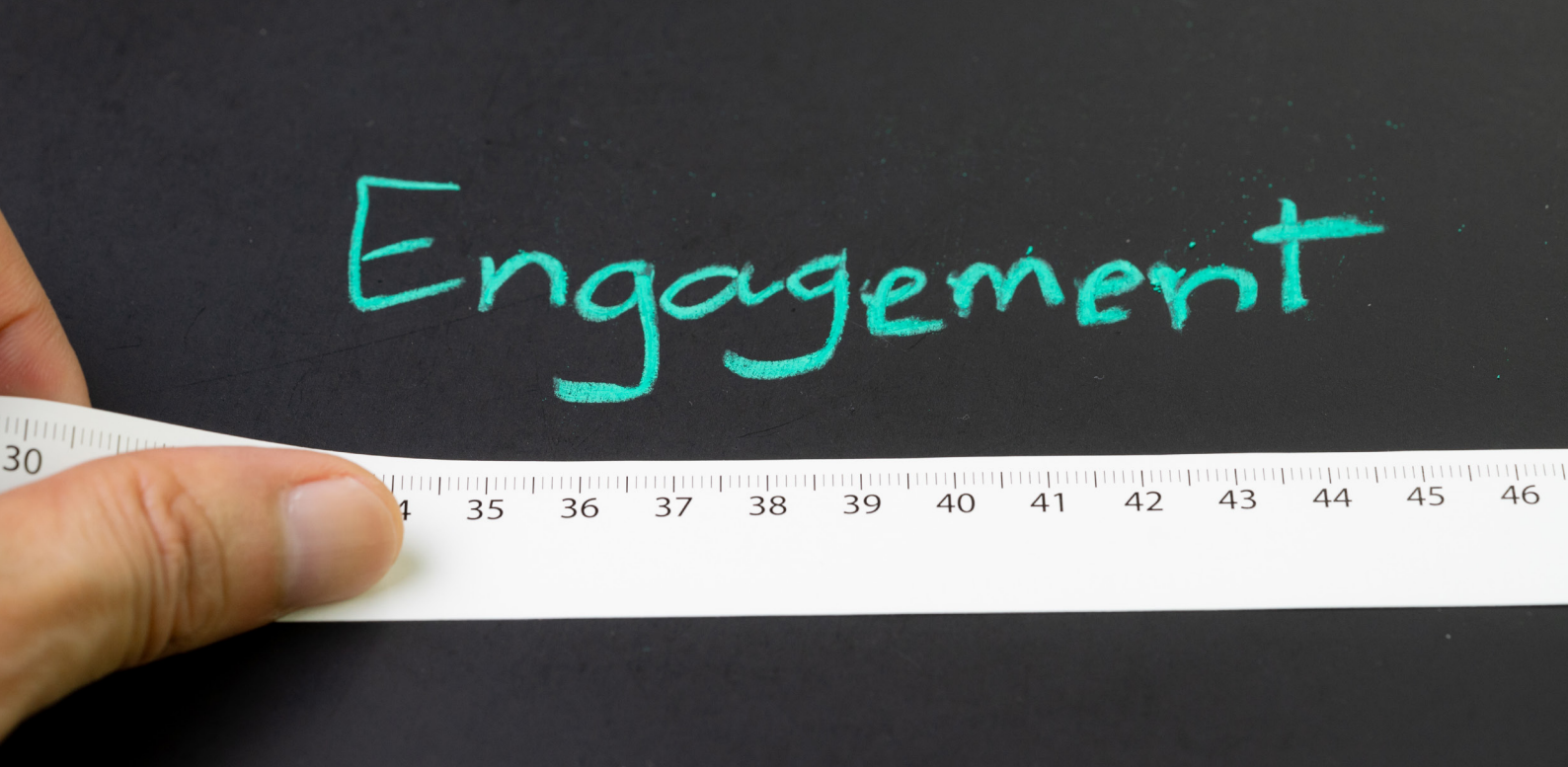


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As culture consultants, Rising Vibe supports its clients to define or redefine the culture they want to promote in their business in an explicit way, so that the workforce knows exactly what is expected. They use emotion-based tools, methods and frameworks to help clients bring about the changes needed to create and retain a workforce primed for success.





Measuring and building employee engagement effectively

Employee engagement is now recognised as an extremely valuable commodity for an organisation to harness. The Government has recognised this by backing the Employee Engagement Task Force to promote engagement. The Engage for Success Report revealed that companies with engagement scores in the top 25% had twice the annual net profit. In addition, it illustrated how companies with high levels of employee engagement had a 40% lower staff turnover rate than companies with lower levels of engagement.

These statistics are replicated in multiple research findings, and yet many organisations struggle to understand how to build engagement in a way that creates such tangible results.

In addition, over recent years we have seen the importance of workforce and other stakeholder engagement move up the agenda of both effective corporate governance and the creation of more 'meaningful work'.

Relevant legislation

Effective from financial years beginning on or after 1st January 2019, Section 172 of the Companies Act 2006 places specific requirements for company and director reporting around stakeholder engagement (of which employees are included) and how such stakeholder's views have been accounted for in board decisions.

More specifically, the Companies (Miscellaneous Reporting) Regulations, a piece of secondary legislation to the Companies Act 2006, places clear requirements on organisations with over 250 employees to report on action taken to:

- provide information to employees that is of concern to them, such as a business performance update;
- to regularly consult employees or their reps to ensure their views are understood and can be factored into key decision making;
- to encourage employee financial involvement in performance through share schemes or other similar mechanisms; and
- to publicise in the Director Pay Report specific metrics relating to the ratio of the CEO's remuneration to UK employees, including supporting narrative.

Similarly, The Financial Reporting Council's (FRC) Corporate Governance Code, which applies to all companies with a premium listing of equity shares in the UK, also includes principles relating to meaningful stakeholder engagement; the alignment of purpose, values and strategy with company culture; and specific methods for better workforce engagement, such as a director appointed from the workforce; a formal workforce advisory panel; or a designated non-executive director.

Boards are required to describe employee engagement in the annual report, including how they considered employee interests and the effect on decision making. In order to make this happen, organisations are increasingly required to embed a continuous cycle of two-way communication to employees on company performance and strategic plans, as well as feedback from employees, known as 'employee voice' so that their views can be carefully considered in Board decisions.

In Matthew Taylor's review of modern working practices, which led to the 'Good Work Report', he also discusses the importance of employee voice, saying: "Effective worker voice has several purposes: for managers or company owners to receive timely feedback about business practices from those who are charged with delivering them every day; for individuals to get together (physically or virtually and with or without management) to discuss common issues affecting them; to have a safe route for the workforce to raise concerns; and finally, offer the ability for the workforce to hear and influence big strategic issues which may have an impact on them." Whilst employee voice and employee engagement are not the same thing, neither are they mutually exclusive. Effective worker voice, in response to key business information will aid better employee engagement.

Employee engagement isn't just about making the workplace more pleasant or about using a myriad of rewards to increase motivation towards certain targets (although these things can help).

Engagement is a complex ecosystem of factors that work together to capture something far more visceral in each employee. It's about feeling a sense of worth and value in your role, feeling that your work has purpose beyond your daily task list. It's about being able to develop yourself and be part of something bigger and more than just your own efforts.

Whilst there are multiple factors that help to engage employees in their work and with the company that they work for, engagement is most inextricably linked to clear leadership, excellent management competence, and emotional intelligence. Herein lies the challenge.

How can we measure engagement?

Understanding and building engagement is certainly not a precise science. There are a number of factors that would indicate low organisational engagement, these would include things such as:

- High employee turnover
- High absence rates
- Low productivity
- High incidents of employee disciplinary issues or grievances

However, these indicators are much better substantiated with objective data and detailed feedback, such as can be gained through regular employee engagement surveys.

Employee engagement surveys allow staff a voice, providing them with an opportunity to offer open and honest feedback. By taking part in a survey, employees feel they have a platform to share their sentiments regarding a number of different factors, both negative and positive.

This form of research typically aims to shed light on employee perceptions or understanding of company purpose, communications, working conditions, opportunities for development, reward initiatives, team interaction, management competence and leadership behaviours.

Through departmental, geographical, and staff level analysis, organisations gain valuable insight on the good, the bad and the ugly of company life. Naturally this helps to create a clear agenda for management intervention and HR prioritisation, a well-developed 'people-plan'.

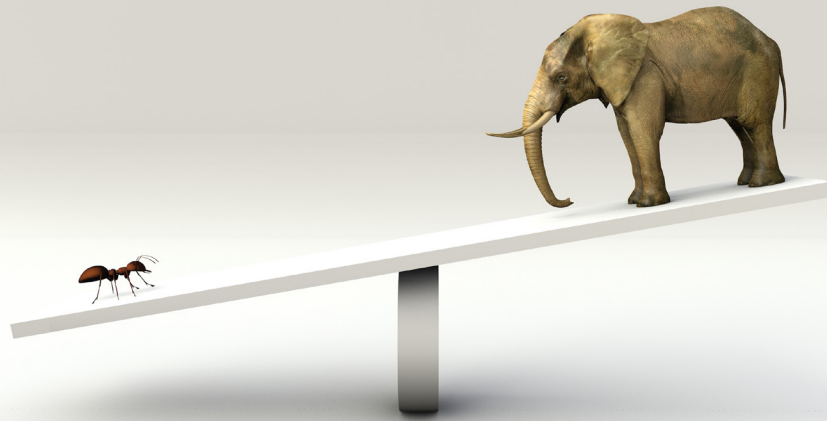
Conducting your first employee engagement survey can feel a bit like opening the proverbial can of worms, however, with thoughtful design, careful communications and visible feedback where you can demonstrate a, "you said – we did" response, this helps to build transparency and trust, two essential ingredients for authentic employee engagement.



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Unconscious bias – An internal perspective

Unconscious bias is natural, it happens automatically and is unintended. It's our brains making quick judgements on people and situations based on our own backgrounds, social experiences and identities. It is important to remember that our unconscious bias may not reflect our conscious values and therefore we must acknowledge and challenge it.

Within the recruitment process there are many opportunities for unconscious bias to occur from the first CV sift to the face to face interview. Judgements can be made on gender, age, where people go to school, when they left education, charities they may have volunteered for and where they live even.

It is possible you might see that you and the candidate have some shared experiences and assume they might be a better fit for the role than someone who appears vastly different to you on paper. You may meet a candidate and be encouraged by their enthusiasm and make some assumptions about their capabilities. However, if you challenge these assumptions you may find that you are interviewing an extrovert who is naturally good at promoting themselves but may not be the most qualified person for the role.

Regardless of whether our mind frames a bias positively or negatively, it can still lead to an unfair outcome.

The impact

Unconscious bias can exclude excellent candidates, leading to businesses potentially missing out on talent. It can also deprive organisations from the benefits of diversity and in worse cases, be discriminatory if the

unconscious bias is related to a protected characteristic.

While it's only natural to take the information you have and quickly and unconsciously process it to reflect your own identities and experiences, recruiters and hiring managers need to make a concerted effort to acknowledge unconscious bias and start actively challenging it.

Re-wiring the 'gut feeling'

Eliminating unconscious bias is virtually impossible given the unconscious element of these deeply ingrained beliefs. It can, however, be mitigated. Unconscious bias is a major barrier to workplace diversity and inclusion as it unintentionally hinders diversity hiring initiatives.

Measures you can take to minimise unconscious bias and advance equality in recruitment include being clear about what you want from a candidate and ensuring that your job adverts, interview questions and panels are set up in a way that focus on WHAT the job requirements actually are and not WHO you think you want in post. Ensure that the interview process is structured to allow for fairness and parity and if there are the resources, ensure that candidates have an opportunity to meet more than one person within the organisation. Salary negotiations

should be framed around clear pay structures, again to ensure fairness and parity.

Be thoughtful and creative about where you are advertising roles, especially if you are keen to create a truly diverse workforce. Ensure that your organisation is appealing to all and has a reputation for being inclusive and fair.

Seek support

There are many good training providers out there, and some not so good, who deliver courses on how to mitigate unconscious bias. When trying to find a provider to work with, make sure that they are thoughtful in their approach to this and ensure that they give people the opportunity to reflect on their own biases and give them the tools to mitigate against them. If you want a quick fix in the meantime, there are some good Ted Talks out there that are quite thought provoking.

We have all likely been on the receiving end of unconscious bias – from my CV you might be able to work out my gender, age and qualifications and will be unconsciously processing this information to reflect your own experiences and views. The key is that we are aware unconscious bias exists and try to check ourselves if we are committed to ensuring the best person for the role is the one who gets it.

THIRD-PARTY HARASSMENT A SEESAW AREA OF THE LAW

PUBLIC COURAGE BEHAVIOUR WEAKNESS
POWER SEXTING EXPLICIT DISCRIMINATION
SHAME COMPULSION JOB CATCALLING GENDER
SEXUAL TOUCHING WOMEN FEAR CONCERNS
MEN RUDE #MeToo SILENCE
DREAD SEXUALLY
PRESSURE HARASSMENT SEXTING RAPE
INTERNET SEXISM JUDGEMENT ATTACK
SUPPRESSION INAPPROPRIATE INTIMIDATION
ASSAULT SECRET PATRIARCHY PERVERT

ACROSS THE WORLD, THE #METOO MOVEMENT HAS SHONE A VERY BRIGHT AND LONG OVERDUE SPOTLIGHT ON THE CONDUCT OF INDIVIDUALS.

And in today's technology-empowered world, your employees are under intense scrutiny; any transgression can be photographed or filmed and shared on social media.

But there is a flipside to that coin too.

In your haste to ensure you are not tarred with the same brush as your employees as perpetrators, do not forget that they could also be victims. You are responsible for their safety and security. You have a duty to protect them from harassment by others.

Half of all workers have experienced bullying, sexual harassment, abuse or violence at work, according to TUC research published in March 2019.

The perpetrators can include customers/clients, business contacts, non-directly employed staff (such as contractors or agency workers) and even hospital patients.

Are employers liable to their employees for third-party wrongdoing?

Employers are liable to third parties for their employees and CAN be liable to their employees for third-party wrongdoing also – but this is a constantly changing area of the law.

Up until the De Vere case, employers were not liable for third-party harassment. In this case (Burton v De Vere Hotels Ltd [1997]

ICR 93), a comedian performed at a dinner held at the hotel. The hotel did not employ Mr Manning, but he told racist jokes. Some staff members of the hotel had to hear the jokes as they were part of the staff on duty during the dinner and they successfully sued the hotel.

The effect of the De Vere case was reversed on an appeal in another case and third-party harassment as a cause of action was again excluded. The then Government changed the law yet again and allowed third-party harassment as a cause of action. This was repeated in s40 Equality Act 2010 but then repealed in October 2013.

So the current position is that an employer is NOT liable for third-party harassment. As with vicariously liability, third-party harassment claims were hard to defend. The employer lacks control over third parties to stop the harassment and hence the lobbying to repeal the law.

However, a direct claim of harassment can still be brought against the employer if the employer's reaction (or lack of it) to the third-party harassment amounts to harassment itself (s26 Equality Act 2010).

We are also expecting third-party harassment to be reintroduced as a consequence of the #metoo movement.

How can you protect your employees?

There has been a lot of concern about the lack of protection for employees, particularly those employees being asked to work in certain situations. The scandal of the President's Dinner in 2018 and the general #metoo movement have put protection from

third-party harassment back on the political agenda.

The Government is currently consulting on whether new third-party harassment provisions should be introduced and, if so, when an employer should become liable: from the first act of harassment or after a previous incident or incidents have occurred. The consultation also seeks views on whether the reasonable steps defence should apply and whether an employer's constructive knowledge of the harassment will be sufficient for it to be liable.

The article sets out that employers are required to protect employees health and safety. An unsafe workplace due to harassment could currently give rise to a Health and Safety claim and possibly even a prosecution. However, we recognise this is not currently a route that many employees have used for claims against their employer.

Employers should continue to ensure they take reasonable steps to prevent any harassment by third parties. The EHRC Employment Statutory Code of Practice recommends the following steps, depending on the size and resources of an employer:

- A harassment policy.
- A public notice reminding third parties that harassment is unlawful.
- An express term in contracts with third parties requiring them to adhere to the harassment policy.
- A suitable reporting and investigation mechanism.

An employer taking the above steps would be on the way to preparing for the reintroduction of protection against third-party harassment.

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COLLABORATING IN BUSINESS



Great things in business are never done by one person. They're done by a team of people.

Steve Jobs

the foresight to know that selling the device was the best way to fund their company.

Their partnership only lasted a few years, but what they created was hugely successful. Their story demonstrates that collaborations should begin with a shared interest and each party should have something

useful to contribute.

Another great collaboration is that of Ben Cohen and Jerry Greenfield – Yes, Ben & Jerry's ice cream! They founded their ice cream company in 1978. They were middle school friends and had a shared interest in ice cream! (who doesn't?!). They invested their own money, each of them taking an equal financial risk. Successful collaborations are often built on this sort of equality and on passion.

One final collaboration is that of Paul McCartney and John Lennon. Of course, there are so many famous musical collaborations to choose from, but this partnership was certainly a strong one and one that is recognised many years later. Both individuals were highly competitive and would challenge each other to create the best they possible could. John wrote Strawberry Fields and then Paul wrote Penny Lane. They constantly pushed each other to create and do better.

When thinking of collaborating with someone and/or with another organisation, there is a lot to consider, to ensure a successful partnership. Here are some tips on how to get things done:

1. Brainstorm everything and think BIG – it's then easier to plan and prioritise
2. Allow time for reflection – sometimes additional ideas come to mind

3. Refine and commit – prioritise what needs doing first, and put goals/timelines in place
4. Recognise and plan workload – plan, agree responsibilities and play to each other's strengths
5. Make it real – business name, companies house, web domain, logo, business cards
6. Put governance in place – meet or catchup regularly and be focussed on what to discuss
7. Balance commitments with existing commitments
8. Forecast and track spend – allocate budget, track it and make sensible decisions
9. Consider home/work life – it's very easy to be totally absorbed into the collaboration
10. Hold each other to account – it's a partnership, push each other and support each other

Collaborating in business is key if you want to grow. Like it or not, businesses don't grow and become successful through one person only – you need other people's expertise and skills as there are just so many parts to having and growing a successful business.

Collaboration is the process of two or more people (or organisations) working together to complete a task or achieve a goal. Collaboration is similar to cooperation. Teams that work collaboratively often access greater resources, recognition and rewards.

In its applied sense, 'collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome'.

8 reasons why collaboration is important

1. Helps with problem-solving
2. Brings people (and organisations) closer together
3. Enables people learn from each other
4. Opens up new channels for communication
5. Boosts morale across your organisation
6. Leads to higher retention rates
7. Makes us more efficient workers
8. Scale

So, we can see how collaboration might help us grow our businesses. However, it's always great to have some examples and a great example of a collaboration is Apple. Created by Steve Jobs and Steve Wozniak, they founded Apple in Cupertino, CA in 1976. They were good friends (going back to high school), and their shared interests were a crucial element of their success. Wozniak created the Apple I, and Jobs had

"Coming together is a beginning; keeping together is progress; working together is success."

Henry Ford

Never Lose sight of the dream!

We know the power of collaboration better than anyone. I with my own HR Consultancy business, Inspire Excellence, and James with his coaching consultancy, Momentus. Together, we collaborated to create MyPeopleClub – a new online platform for HR professionals, coaches and trainers, launching in March 2020.

You can find out more about our own collaboration, MyPeopleClub at www.mypeopleclub.com or on Facebook, @MyPeopleCLub

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A successful HR director, Krystyna has over 15 years' industry experience, has worked with large global organisations and is recognised as a leading figure within her field. She is one of the Co-Founders of MyPeopleClub, a new and unique community for people working in HR, Coaching & Training.



SALARY NEGOTIATIONS

HOW LOW DARE YOU GO?



WHETHER YOUR COMPANY OFFERS A POOL TABLE, BEER ON TAP, A BENEFITS PACKAGE OR A GENEROUS HOLIDAY ALLOWANCE, CANDIDATES WILL STILL BE MOTIVATED BY THE SALARY ON OFFER.

There is, however, a trend in recruitment to salary match when it comes to new hires, or even offer a wage below what the person is currently being paid. Bond Williams discusses how this has the potential to backfire.

For starters, it is wrong to assume that a candidate will accept the same salary they are on or one that's even lower just because they want to work for your company. Of course, if your business is one of the most desirable in its field and has a sparkling reputation, this will play a part but after time, candidates will expect career progression and wage increases to match.

No salary increase can lead to no commitment

Failure to numerically reward will lead to resentment and before long, the kudos of working for an employer – no matter how lauded - will wear off. People starting a new job without the buoyancy of a salary increase can often feel like they have taken an uninspiring sidestep or even a small demotion, especially if the role they have filled is more senior or complex in nature.

The ultimate upshot will be the decision to depart after a short time for a job where the compensation is more fitting, leaving the employer to start the recruitment process over again – a process that comes with financial and time implications.

It is also tempting to set a salary that represents a financial saving for your company when offering a job to a new candidate. In fact, shaving a couple of thousand pounds off what you may have paid the previous employee may sound like a good idea but it can be at a huge detriment to the incoming recruit, especially if that wage is the same or less than they earn in their current role.

Of course, the salary alone may leave the candidate with no choice but to reject an offer but what if they say yes and take up the position? Although they may have been successful in the recruitment process, the employee will mentally feel undervalued. This feeling can be compounded if they find out they are getting paid less than their predecessor, which will raise uncomfortable questions, impact productivity and discourage loyalty. If you are worried about pitching a salary too low, Bond Williams has the following advice...

5 tips to ensure you offer the right salary

If you are worried about pitching a salary too low, Bond Williams has the following advice...

1. Review the average wage for the job you are recruiting for. Bond Williams has advertised thousands of vacancies and we can give you a recent sample of wage brackets for different roles so your salary doesn't look misplaced.

2. If you are replacing a member of staff, acknowledge that the salary you paid them may not reflect what you might have to offer a new hire. This is especially true if your company hasn't given pay rises in line with inflation, skills or service.
3. Expect to offer the role with a higher salary than before. This is a key point if you are using the recruitment process to revise the job specification – perhaps adding new requirements and responsibilities.
4. Seriously consider whether advertising wage brackets is the right decision. It may feel clever detailing a salary range, such as 'between £30,000 and £42,000', as you're sure it will encourage applications but knowing you'll only ever offer at the very lowest end may cost you the best applicants.
5. Always reward experience and success. During your CV sift and interview process, realise that some candidates are worth paying for. If someone can bring desirable skills and contacts to your company, a competitive salary is justified. A good wage will encourage them to shine and repay you with loyalty.

If you need any advice on salary setting and the general recruitment process, come to Bond Williams for free advice.

UPCOMING BOND WILLIAMS CLIENT EVENTS FOR 2020

WE REGULARLY RUN FREE EVENTS ACROSS BOURNEMOUTH FOR BUSINESS OWNERS, DIRECTORS, HR PROFESSIONALS AND EMPLOYEES WHOSE ROLE INVOLVES HR FUNCTIONS.

Held in partnership with specialist guest speakers and other local businesses, these half-day seminars cover a variety of relevant and timely topics including employment law, professional development and industry innovations.

All attendees are issued with a personal certificate of attendance which can be used as supportive evidence with CPD credits.

All of our upcoming events are detailed below.

To book, please visit www.bondwilliams.co.uk/events

9th June 2020

Mock Tribunal

featuring representatives from Frettons Solicitors

9am - 11:30am

Vitality Stadium, Bournemouth, BH7 7AF

15th September 2020

Chris Mooney from Right Trax Training

9am - 11:30am

Vitality Stadium, Bournemouth, BH7 7AF

10th November 2020

Ginette Oliver from Rising Vibe

9am - 11:30am

Vitality Stadium, Bournemouth, BH7 7AF

GET INVOLVED!

We're always on the lookout for new event opportunities for the HR industry as well as our other specialist divisions – Accounting & Finance, IT & Software Solutions, Office & Commercial and Engineering, Science & Space.

If you'd like to suggest topics or get involved in any way, please contact:

Laura Webb on 01202 233777
laura.webb@bondwilliams.co.uk

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