

INSIGHTS

HUMAN RESOURCES

2019 ISSUE 7

HOW TO DEVELOP EXECUTIVE PRESENCE

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TOP - INTERVIEW WITH
DEBORAH DALGLISH
OF CARLISLE FLUID
TECHNOLOGIES

DISCRIMINATION
THROUGH SOCIAL
MEDIA PLATFORMS

THE ART OF LEADING
THROUGH CHANGE

HOW TO AVOID THE
LEGAL PITFALLS OF
REDUNDANCY



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Hello and welcome TO ISSUE 7 OF HR INSIGHTS!

As we head into the height of summer, we have a new Prime Minister and the possibility of a no-deal Brexit ahead of us. This is causing a tale of two halves in business, with some having to consider redundancies and others seeing only the opportunity to grow.

That's why, in this issue, we're bringing you expert advice on how to avoid the legal pitfalls of redundancy from a new contributor from Coles Miller Solicitors, Neil Andrews. From a legal perspective, social media discrimination is touched upon too, as well as how employers have a duty to make reasonable adjustments and what they need to consider.

At the same time, it's now more important than ever for those businesses who are looking to grow to find and retain the best talent available. So, some of our guest writers are sharing their insights and advice on how to measure employee happiness, implementing professional development in the workplace and the importance of promoting your company values when recruiting.

Again, we are delighted to have been able to interview another highly regarded HR professional – Deborah Dalglish from Carlisle Fluid Technologies – and also share a quick Q&A with our own HR Senior Recruitment Consultant, Michelle Brennan.

We hope you find this issue insightful and as always, let us know if there's something specific you'd like covered in our October issue or would like to contribute your own article.

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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INTERVIEW: DEBORAH DALGLISH

HR LEAD - CARLISLE FLUID TECHNOLOGIES

Validating experience with HR qualifications – A view from the top

Deborah Dalglish didn't intend on having a hugely successful career in HR. She went to technical college in London with the aim of becoming a telephone engineer and made her mark with BT, eventually delivering public pay phones as part of a two-year programme that resulted in a combined increased revenue of £11 million.

"It was the perfect job but driving a van had run its course and I became very interested in the business side of things, so I looked for a change in career," said Deborah. "I had a business degree and a diploma in management, so I secured a role at Serco based at RAF Northolt providing support on bid work and people management; these were my initial steps into HR."

During the first couple of years, Deborah was sponsored to complete an MBA and was consequently promoted to Business Manager. She had contract manager responsibilities for the Helicopter Emergency Medical Service (HEMS) at the Royal London Hospital and was departmental manager for the Visiting Aircraft Servicing Section in Northolt. It was here that her role turned into HR Operations.

Deborah added: "I was again sponsored to complete a masters in HR and it was a pivotal move in my career and one that made me very happy; I was given an amazing opportunity."

A move to Dorset and varied HR roles followed

After relocating to Dorset 10 years ago, Deborah has had a variety of HR roles that have enabled her to put her qualifications and past experience



into practise. This includes working as a senior HR Business Partner for an American telecommunications company where she introduced the Institute of Telecommunications Professionals (ITP) into the business to help employees to attain appropriate professional status, accreditation and development opportunities. She then took on a role as Site HR Manager for Cobham where she delivered a reward and recognition programme, which looked at tenure and nomination for achieving within the business.

"For three years I arranged some amazing award dinners at high end venues and felt extremely privileged to be working at such a positive end of HR," added Deborah. "Then an opening presented itself at Sunseeker in Poole as Head of Employee Relations."

Working in such a complex and fast-paced business environment with high employee volume added even more dynamic experience to Deborah's list of HR credentials, which she now utilises as HR Lead for Carlisle Fluid Technologies UK.

Going global

The American company, which produces spray finishing equipment, has offices all over the world and acquired Shinhang Inc in Korea in May and Ecco Finishing in Sweden in July. In a short time, Deborah's role has extended from outside the UK to across Europe, the Middle East and India. Continuous product development and expansion into other countries also means that Deborah's role is diverse and changing all of the time.

Deborah commented: "We have had some recent changes in Australia and currently I'm working with the USA on a global-wide initiative to update the payroll system and introduce new ways to manage performance. I get to work on a real mix of things coupled with different cultures in different time zones. As such, there is no typical day but one constant is that the senior leadership team go to a board meeting every morning where we look at reds and greens in safety, quality, delivery and cost."

Why qualifications count

While Deborah's route into HR may not be a typical academic one, she is extremely proud of her qualifications and believes that they validate her experience and give her personal credibility.

At the same time, she feels all HR professionals should have passion, agility and problem-solving skills:

"I genuinely care about the wellbeing of people, which makes my job all the more enjoyable. In such a fluid industry as HR, you also need to be able to move swiftly from one thing to another and pick up where you left off."

"Above all, problem-solving and good communication are critical skills needed. Often the issue only gets to your desk when no one else can solve it but you have to find a resolution, be good listeners and deliver news, good or bad, in a timely way."

HR challenges are three-fold

Having more than 20 years' experience behind her as well as two masters' degrees, Deborah not only has the theory of HR to fall back on, but also the practical expertise from several business environments. It's this expertise and knowledge that has given her a 'triangle' perspective of current HR challenges.

"You can look at the HR challenges from three angles: From an employee perspective, everyone wants development, training, the right pay and recognition. Employers, on the other hand, need to manage change effectively, find, retain and recognise talent better and manage performance, good or bad. From my view, it's compliance and the administrative burden of ongoing legislative changes but as a HR professional, it's my job to manage the challenges of all three perspectives."





ADVICE FOR CANDIDATE INTERVIEWS

Asking the same questions of every candidate

The interview process may feel monotonous but it's crucial to have a set list of questions you ask all candidates so you have a baseline assessment to work from. It's good to ask the set questions at the beginning of the interview as this gives the start of the process a formal structure and ensures the most vital information is extracted before anyone loses focus. You can use the answers given to then set questions to shape what comes next. It may be quickly evident that the candidate is unsuitable for the role or perhaps their answers need further exploration.

Asking non-work questions

There's a fine line between asking personal questions to build a wider picture of an interviewee's character and professional discrimination. Off-limit questions include anything about marital status, sexual persuasion, age, parental responsibilities and desires, religious beliefs and trade union/political affiliations. If you feel knowing a bit more about a candidate's life outside of work would build a more rounded picture, refer to the CV. Ask people about any hobbies or interests that they have listed, or enquire whether there are any social activities or clubs at their current company that they are involved with.

Asking unexpected questions

There are hundreds of online articles advising candidates how to give the perfect interview and listing the most commonly asked questions but coaching can lead to scripted answers that reveal very little about the person sat in front of you. Asking unexpected but relevant questions will give you an indication of how the person handles pressure and whether they'd be a good fit for your company. Some more unconventional lines of questioning include asking how their current co-workers would describe them; what would be the first three things they'd like to learn on their first day at the company and what training or development they would most like to embark on.

The questions don't have to be work-related either. Employers

have disclosed some very leftfield enquiries designed to see how creative a candidate is, whether they think on their feet and how much they take themselves seriously. Some of the most original questions include: "If you were a kitchen utensil, what would you be?", "How would you describe the colour yellow to a blind person?" and "How weird are you on a scale of 1 to 10?".

Testing candidates

If you are interviewing for an audio typist, no one would bat an eyelid if you asked the interviewee to conduct a 'words per minute' typing test but where does recruitment sit with asking candidates outside of clerical positions to undertake tests?

Aptitude, concentration, skills and psychometric tests provide a counterbalance to a CV, and give a better insight into a person's openness to criticism, potential, ability, flexibility, aspirations and work ethics. What tests you adopt will be shaped by your sector and the role you are advertising but there are, however, more unconventional tests that may help you make informed decisions.

Tests with no right answer

Some companies use problem-solving tasks to evaluate a candidate's approach, preferring to watch their reaction and approach rather than caring whether they solve the task. Giving someone a Rubik's Cube to sort is a good example.

Social tests

If the submitted CVs have allowed you to whittle down candidates with the right qualifications and skills, your interview may be to discover who could be the best social fit within your company. At one end of the scale is exposing the candidates to the team they would be working with directly after the interview to see how they interact but there are more leftfield tests, with some companies inviting interviewees to join them in a game of table tennis to measure their character and attitude to winning.

STAFF SURVEYS AND EMPLOYEE HAPPINESS

Measuring employee happiness or employee engagement is often a key metric for HR functions. Surveys can be anonymous, granting you honest answers to sensitive questions and they have become a popular tool.

This article looks at the various ways you can successfully deploy employee surveys and considers the types of questions to use and some to avoid. There is no one-size-fits-all solution so before you start sending employee surveys out via a free tool such as Survey Monkey, it is essential to ask yourselves a few key questions to ensure a valuable and useful exercise.

Why are we doing this?

There may be a sudden internal corporate requirement for a staff survey, and perhaps because 'everyone else is doing it', but your motivation should be much deeper than that. Do you want to improve employee satisfaction and staff retention? Do you want to gather valuable data for reporting? Do you want to see how employee happiness impacts on the bottom line? If you want to do it as a PR exercise, then that's fine too, but it should not be your primary motivation.

What resources do we have?

Putting together and analysing results of a staff survey takes time. You can use internal resources and free software to minimise the cost or outsource – something that might encourage uptake if employees think it's being done independently and they can remain anonymous. The route you take will depend on resource and budget availability.

Is there commitment from senior management?

Support and collaboration from management is not only crucial to get resources signed off in the first place, but critical in being able to make positive changes as a result of the feedback.

Reasons surveys can fail

Employees can get survey fatigue - you know how you feel when you've called your mobile phone provider,

for example, and you get a message asking you to rate your experience? Well employees can feel a bit like that if they keep getting asked for their feedback but feel it is not acted on or listened to.

Timing

Annual surveys can give you really useful data and can be used to measure longer term progress and change. But sometimes you just want to get feedback or a reaction to a specific event so rather than wait for the next annual survey, use a mini or pulse survey with three or four questions related to the event or topic (new appraisal system, redundancies, management changes etc).

Negative feedback

If some of the survey results are disappointing or negative, don't be tempted to bury them or lose them in a clever summary piece. You now know people think things could be improved. The fact that employees have been honest and told you is a good thing, so embrace it, learn from it and be transparent when sharing the data.

Badly written questions

Writing good questions is not as easy as you may think and that's why people charge good money to do it for you. Depending on budget, there are plenty of options ranging from companies who will manage the whole process through to using a template from Survey Monkey. The questions you ask and how you write them should always go back to why you are doing the survey in the first place. If you really want honesty, don't phrase the questions in a way that the answers can be manipulated.

Questions to ask

Depending on what your objectives are for the survey, the most common question types will be free text or multiple choice.



If you have limited resources and 100+ employees, you may not want lots of free text boxes generating lots of narrative. This is unless, of course, you want lots of qualitative data to sift through.

People may also be reluctant to provide their true opinion in type form because it takes longer and many people worry it could give away their identity.

Asking people to rate statements (from strongly agree to strongly disagree or excellent to very poor for example), will give you quantitative data that is more easily measurable and doesn't take much time to answer.

Some statements that you could use include:

- I know what to expect from my manager
- I feel valued by my manager
- My ideas are listened to
- I have the tools and resources I need to do my job well
- My responsibilities are clear to me
- I have opportunities to learn and grow

Final tips

- Ensure you explain why you are doing the survey and what you will do with the feedback.
- Make it colourful, interesting and short.
- Make sure every statement/question is necessary.
- Stay away from wacky questions unless they are a good culture fit for your company.
- Try to use the language and terminology of your workplace. If it is informal, make sure your survey reflects this.
- Get senior managers to encourage their teams to take part.
- Test it out on a small group before launching company wide.



STAFF SPOTLIGHT

MICHELLE BRENNAN

Want to know a little bit more about the newest addition to our HR Recruitment team? We spent five minutes chatting to Senior Recruitment Consultant, Michelle, who joined us in March.

Give a potted history of your career to date.

I have been in the recruitment industry for over 16 years and have specialised in sales, marketing and HR recruitment across a variety of sectors including hospitality, engineering, manufacturing and retail, on both a national and international scale.

Why did you get into recruitment?

I am a people person and thrive on developing relationships, so this industry gives me the opportunity to do this on both a client and candidate level.

What qualifications do you have?

I am First Aid qualified and have an NVQ level 2 in Childcare.

What do you think makes a great recruitment consultant?

Someone who takes genuine interest in their candidates and clients, will take the time to listen and be consultative especially with candidates as you are playing a big part in their lives when you assist with a job search. Having a positive approach and being able to think outside the box as recruitment is not always straight forward.

Your biggest achievement at Bond Williams?

I have been placing candidates for clients in a higher quality of role (Director level appointments) than previous agencies I have worked in.

Your biggest achievement in life?

My son Harry who is 17 months old.

Always wanted to travel to...?

India – Calcutta as that is where my grandparents are from.

Always wanted to learn how to...?

Play the drums.

If I weren't a recruitment consultant, I would be...?

A midwife.

People would be surprised to know this about me?

I play netball in the Premier League in Bournemouth.

Motto in life or something you strongly believe in?

Live everyday as if it was your last because you never know what tomorrow will bring!

Duty to make reasonable adjustments: what do employers need to consider?



The duty to make reasonable adjustments is one of those areas that continues to challenge most employers given the degree of ambiguity in the law. We have certainly witnessed an increase in Employment Tribunals within the last year and, if disability discrimination is one of those claims listed in the claimants' ET1, you can near enough be sure that part of their claim will be that their employer has failed to make reasonable adjustments.

What are reasonable adjustments?

Reasonable adjustments are changes that need to be made to the work environment to remove any physical barriers and to provide extra support to enable an employee with a disability to work safely and productively.

The duty to make reasonable adjustments does not arise automatically, it arises if the employee or job applicant will be placed at a substantial disadvantage in their role (i.e. more than minor or trivial) compared to persons who are not disabled. If a reasonable adjustment would elevate that substantial disadvantage and allow an employee to continue in their role or return to work after a period of sickness absence, then that adjustment must be considered by their employer. The question then becomes what is reasonable when considering what adjustments to implement? Unfortunately, there is no simple answer.

In our experience, an Employment Tribunal will often consider the cost of the adjustment in light of the employer's financial resources,

the disruption that the adjustment would have on the employer's business and whether the adjustment would have elevated the disabled person's disadvantage.

So, in no particular order, what considerations should employers be taking to address this duty and minimise its risks of a tribunal claim?

- 1. Access to Work** – employers should consider whether the employee can obtain a grant from the Government to help provide practical support in the workplace. For instance, whilst it might be outside the scope of the employer to provide a sign language interpreter or help in getting to work, Access to Work might be able to fund that support. This is a tool often forgotten about but should be at the forefront of an employers' mind.
- 2. Speak to your employee** – effective communication can only be achieved through meeting the employee to discuss their health, the aspects of their role which they feel they are disadvantaged in and what adjustments they think could alleviate this. The employees' suggestions must be considered but it is often not enough to rely on this. It is safest to obtain medical advice as well as noted below.
- 3. Occupational Health** – employers are not medical experts and nor are employees so, the best way to understand their medical condition, is

to seek expert medical opinion from an independent third party. The opinion of a GP can be sought but to ensure an impartial approach, this is best approached as a last resort. In most instances, employers will have paid a fee to gain this medical report so don't be scared to challenge it, especially if it is unclear and/or does not answer the questions you originally posed.

- 4. Trial periods** – the employee should agree that the adjustments will operate for an initial period after which time the employer should review their effectiveness and discuss any changes. However, if the medical advice is clear that a permanent adjustment is necessary, the employer must carefully consider whether this can be accommodated.

For some of our clients, the adjustments they have deemed to be reasonable for their organisation have included implementing a £1,500 scissor lift, permanently allowing the employee to work from home, giving a longer training period during a probation period and temporarily ceasing an employee's travel away from home.

The key message to take away is that employers should consider their own resources as well as those available from the Government, in order to determine whether a disabled employee can continue to fulfil the role that they were employed to do.



Author: Stuart Lawrenson, Partner, Shoosmiths LLP
www.shoosmiths.co.uk | stuart.lawrenson@shoosmiths.co.uk

Stuart is a Partner and head of the employment law team in the Solent office of Shoosmiths, a major UK law firm with a national network of offices





IMPLEMENT PROFESSIONAL DEVELOPMENT AND PROSPER

Finding and then retaining good employees is one of recruitment's biggest challenges, especially as the 'job for life' work ethic has been overturned by a more fluid career pattern. So it's worth knowing that there is a direct correlation between a lack of training and development and resignations.

In fact, [research published by Penna](#) revealed almost two-thirds of employees say a lack of career development with their current employer would be enough to make them start looking for a new job.

When talent becomes transient

Today's career dissatisfaction is set against a backdrop of career transiency. While we hate to malign the Millennial, research from [Deloitte](#) reveals almost half of Millennials plan to leave their current job within two years of starting – a trend that's passing down the generations.

Meeting the challenge of ever-changing industries

Today, many businesses are also standing on 'shifting sands' – where every day brings a fresh challenge, a new direction or an unforeseen disruptor. A dynamic, responsive workforce is what's required – made up of employees who feel compelled to fulfil not only the ambitions of their company but also their personal ambitions too. Whatever the age of your employees, businesses should give staff the ability to forge careers that feel fresh and relevant without having to look elsewhere.

What employees want from a job has changed

[Research conducted by CEB](#) involved asking UK employees what factors were the most

important when choosing an employer and it found the top five factors were balance, location, stability, respect and future career opportunities – not pay.

It's clear that nurturing staff in-situ is becoming just as important as turning a profit in terms of business objectives. You just have to note how 'work life balance' and 'staff wellbeing' have slipped easily into today's employment lexicon to realise the changing fulfillment focus. The importance of professional development in the workplace is the final piece in the jigsaw for companies who want a truly holistic approach.

Retention starts with recruitment

Setting out your company's pledge to develop employees can become an integral part of your recruitment proposition. Introducing a commitment to professional development as early as the interview stage sends the signal that your company invests in its staff and wants them to thrive within its workplace culture. It also negates the notion that training and development is a remedial tool only actioned when someone has made a mistake or needs reprimanding.

Train to gain

If you have gone to the hassle of recruiting and paying for the best talent, it's vital you give staff the opportunity to continue learning to ensure they're engaged. Keeping staff static in their knowledge and skill set is counterproductive. While it's tempting to slip into the 'train them up only for them to leave' mindset, professional development within the workplace should be your first line of defence. As the famous motivational speaker [Zig Ziglar](#) said: "What's worse than training your workers and losing them? Not training them and keeping them!"

How to spot development potential

Line managers have a direct role to play as they see gaps in knowledge or technique first hand. At the other end of the spectrum, stakeholders and directors should be just as influential as they are more likely to be trend watching and steering the company's overall direction, identifying emerging job roles and spotting new approaches.

Horses for courses...but not literally

Professional development is more than just sending people on a course or expecting staff to learn in their free time. Inviting in industry speakers is a great way to inform and inspire, as is giving staff the chance to work on projects with a different team.

Mentoring is another key tool in professional development and a company will often already have in-house resources to provide this style of training. Online courses are not to be baulked at either. Don't forget, there should be rewards too. Promotions, bonuses and redefined career paths, as well as the opportunity to retrain or move departments in line with strengths and new-found talents.

Two things are crucial to personal development success – time and tailoring. Be sure to give staff ample time within office hours to train or learn, and customise every opportunity to each employee.

If you need something to kick-start your professional development programme, think about promoting [Learning at Work Week 2020](#), which took place in May. There are plenty of inspirational and low-cost resources online to get you started.

DISCRIMINATION THROUGH SOCIAL MEDIA PLATFORMS

The ever-increasing use of social media is having a knock-on effect on relationships in the workplace. The Employment Tribunal are seeing matters brought before them in relation to online discrimination and harassment; the question being whether the employer can be vicariously liable for posts online by its employees.

In the recent case of *Forbes v LHR Airport Ltd*, an employee had posted an offensive image on Facebook. The Claimant complained that racist images were being circulated amongst his colleagues and around the workplace. He sought to bring claims of victimisation, harassment and race discrimination.

The Employment Tribunal looked at the timing and nature of the post to determine whether it was carried out during the 'course of employment'. The Tribunal concluded that as the post was shared outside of working hours, it was not in the 'course of employment' and therefore LHR Airport Ltd could not be vicariously liable for the actions of its employee. The claim was dismissed.

The Claimant appealed to the Employment Appeal Tribunal (EAT), where they upheld the Tribunal's decision. When making its decision, the EAT looked into the fact that it was shared through a private Facebook to a list of friends which did not include the Claimant. It was the subsequent act of another colleague which brought the photo up during work to show the Claimant.

Although this case is good news for employers, it does highlight how difficult it can be as to whether an act falls into the 'course of employment' if it was done online.

Paul says: "If you wish to limit the number of claims regarding social media, it is advisable to have a social media policy setting out the rules and expectations clearly to employees to ensure values of equality and diversity are maintained."



Author: Paul Burton, Associate, Frettens Solicitors
www.frettens.co.uk | pburton@frettens.co.uk

Paul Burton is an employment solicitor and Associate at Frettens Solicitors. He has recently been shortlisted Lawyer of the Year Award at The Dorset Legal Awards.





PROMOTE YOUR COMPANY VALUES AND ATTRACT BETTER TALENT

Many businesses in the UK could be missing out on hiring top talent by not doing enough to promote their company's values when talking to potential new employees. An employer's values are what shapes the perception of a current employee, a potential employee or a former employee with regards to working with you. A rich, thriving culture will attract and retain the best people, but having and living by company values is what sets you apart from others and defines you as a great employer to work for, a necessity in today's world. Here's how to make your company values stand out to future employees:

Make your values clear on your company website

A LinkedIn study showed that 36% of the HR and recruiting professionals that were surveyed said that their values are missing from their company's website.

Professionals turn to the internet to research a company when considering a job opportunity or attending an interview and prospective candidates will likely be visiting your website as a first port of call. Make sure your vision, values and culture are all clearly demonstrated throughout your website to show people the benefits they will gain once part of your team and make your vacancies more compelling.

Promote your values during your recruitment process

The report found that many businesses are failing to promote their purpose during the hiring process with 61% admitting that they don't mention their organisation's values during interview and just 27% mentioning them in job ads.

If you promote the values that make up your company culture then you will find like-minded individuals who share those same values. Clearly defining your employer brand will differentiate your organisation from others and promote your

company's reputation as a great place to work. Your brand message should be targeted at the right people with the right skills throughout the whole process, giving you a better chance of recruiting the best person for the job.

Get everyone onboard with your brand and company values

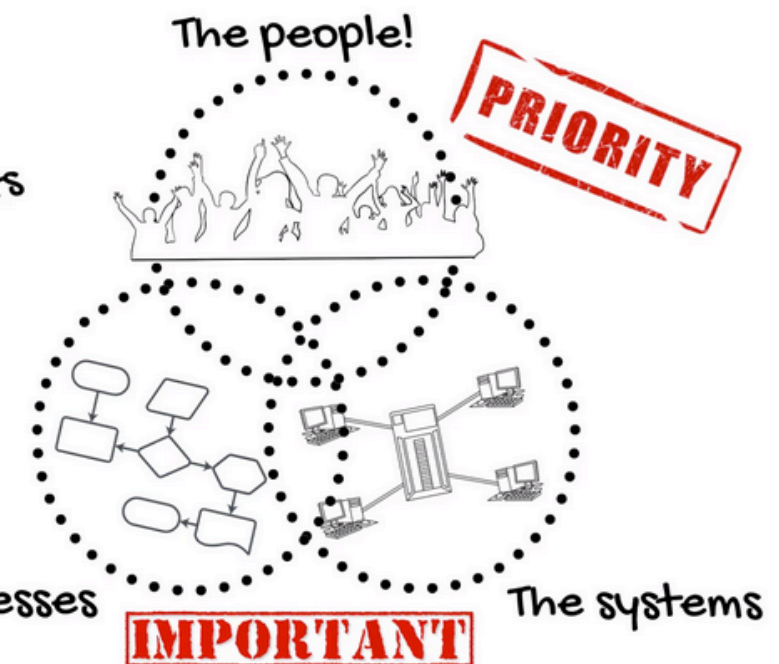
The problem could stem from a knowledge gap, with one in ten HR and recruiting professionals admitting that they are unable to articulate their own company's values. One in five respondents also claimed that their company's HR and marketing functions don't work well together – or at all – to promote the company's employer brand externally.

Internal marketing should align every aspect of a company's internal operations, treating employees themselves as customers who must be convinced of a company's vision and worth. This is the best way to help employees make a meaningful connection to your brand. If your team believe in your company values, they'll naturally be motivated and inspired to communicate this to potential future employees who are making career decisions based on these factors.

Our Director at Bond Williams, Robert Bond concludes:

"Corporate brand values are obviously very important in talent attraction and acquisition, this will come as no surprise. However, in our experience as recruiters it's vitally important to ensure businesses drive those core values through the company to truly reflect the reality of the company culture and its ambitions for the future. The companies that will retain the best talent in our experience are those that not only advertise their brand values openly but those who nurture and can accurately reflect them throughout every aspect of their business on a daily basis."

Organisational change involves three key elements



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THE TROUBLE WITH CHANGE IN THE WORKPLACE

Dealing with resistance to change in the workplace can be costly and time-consuming. We all feel and react very differently when faced with change and without addressing this resistance, results take longer to achieve, issues go unaddressed and people get frustrated.

Change is inevitable, now more than ever. The world we live and work in is becoming more complex and dynamic. These days, it's often about doing more with less to get people onboard and keep them engaged. Technology and ideas are evolving fast and the only certainty is that change is here to stay, which produces strong emotion in us.

The challenge for organisations is how they prepare and support their people through change. You know you need to develop and support people, yet time and resources are always limited. To add to this change challenge, we all respond to and feel very differently about it, and we aren't always upfront either. We all know people who proudly wear their "I love change!" badge. Then a change comes along and it's a different story.

Focus on the people

Systems and processes are regularly the primary focus of change initiatives, leaving the people who are implementing the change or on the receiving end of it with no idea of what is happening. All too often, the training and communications plans are merely an afterthought at best.

An example that we often see is providing 'stress management training' after an organisational restructure where no thought was put into the people element of how the ways of working need to change. The horse called 'stress' has already bolted and they are chasing to catch-up.

Providing employees with timely information and making sure they are equipped to deal with change is essential. Get it right, and your people will be your biggest change champions. Get it wrong, and it not only means unsuccessful or delayed change; the cost to engagement, teamwork and relationships will take a long time to recover from.

The secret?

The secret to sustainable change isn't rocket science. It's about knowing ourselves and understanding those around us and using this to adapt and connect to build stronger relationships. By working together, leaders, managers and HR teams can help people to build their resilience, aid wellbeing and support progression. This in turn creates an environment that encourages your people to lead and manage sustainable change.

No news is never good news when it comes to change. People talk, it's human nature. When we're not given the information that we need and want, we create it for ourselves, filling in the blanks. Communicate everything.... even when there isn't anything to communicate, tell people that so that there is no ambiguity or surprises.

Give your people and your change initiatives a fighting chance. Be the organisation that puts its people first by giving them the development and support to prepare them for the future.

At Right Trax Training, our aim is to build skill sets and change mindsets. We help leaders and managers to drive and deliver change. We focus on the people element of change, providing development that is immersive, engaging and challenging.

Click [here](#) to find out more about and register for our September 10th 2019 Bond Williams event 'The Art of Leading Through Change.'



Author: Chris Mooney, Co-founder, Right Trax Training
www.righttraxtraining.co.uk | chris@righttraxtraining.co.uk

Right Trax Training works with managers and their teams to help them interact and communicate more effectively, giving people the skills and mindset they need to better deal with change and conflict and lead effectively.



HOW TO AVOID THE LEGAL PITFALLS OF REDUNDANCY

It is not just the troubled High Street where the threat of redundancy looms large: the technology revolution puts many jobs in many sectors at risk.



According to analysts at Oxford Economics, robots could replace millions of roles in services, transport and construction by the year 2030.

All these impending redundancies will have far-reaching consequences – and not just for the employees concerned.

Employers contemplating redundancies face a myriad of legal pitfalls. And the penalties for getting it wrong can be costly...

Giving notice of redundancy

As an employer you must give written notice to any employees you are planning to make redundant. Check each employee's contract to ensure you are complying with any terms relating to notice of dismissal.

The minimum statutory notice periods are:

- at least one week for those employed between one month and two years
- one week for every year of service for those employed for two or more years (the maximum required notice period is 12 weeks)

Failure to provide sufficient notice can result in claims for the unpaid balance owed.

Employment contracts can contain a Payment In Lieu of Notice (PILON) clause – allowing the employer to pay notice rather than require the employee to work out their notice. The PILON should include an amount to compensate the employee for all contractual benefits that they would have received had the notice period been worked.

How to calculate statutory redundancy pay

Employees are entitled to statutory redundancy pay if they have been employed for two years or more. How much you must pay them will depend on their age and their years of service:

They should receive:

- half a week's pay for each full year they were employed aged up to and including 21 years

- one week's pay for each full year they were employed aged 22 to 40
- 1.5 week's pay for each full year they were employed aged 41 or older

There is a series of maximum limits which will cap the amount of redundancy pay they will receive:

- maximum weekly pay – £525
- maximum length of service – 20 years
- maximum statutory redundancy pay – £15,750

Beware! Disgruntled employees selected for redundancy may try to claim more in compensation at an employment tribunal. They may allege unfair dismissal, saying that:

- they were selected unfairly for redundancy
- you used 'redundancy' as an excuse to dismiss them – when no real redundancy situation existed

If successful in these claims, the employees could be entitled to compensation beyond the redundancy payment you have offered them. Or you could be ordered to reinstate them.

How to carry out redundancies – Your 7 Step Checklist

- 1. Warn** employees likely to be affected. You must alert them that they face a potential redundancy situation. The warning should explain the nature of the redundancy (closing down of a place of work or ceasing or diminishing work undertaken by the employee) and the steps taken or being considered to avoid redundancy.
- 2. Identify** affected employees. If redundancies cannot be avoided then you need to consult with affected employees. Identify the pool of employees likely to be affected. (If there are 10 employees but only enough work for five then all 10 will be affected). You cannot select the employees to be made redundant out of the pool before

consultation and selection. To do so would be unfair.

- 3. Consult** the affected employees on the reasons for redundancies, possible steps to avoid them, who is likely to be affected and the selection criteria. Give the employees an opportunity to suggest alternatives. Consultation may need to be both collective (trade unions or employee representatives) and individual. Depending on the number of affected employees, there may be statutory minimum periods of consultation with protective awards for failure to comply. You should respond to employees' points raised during the consultation.

- 4. Select** the employees for possible redundancy based on fair and objective criteria (performance, skills, experience). Once the consultation period has ended, score the affected employees. Do not discriminate – ignore pregnancy or disability absence. Take care that selection based on experience does not discriminate against younger workers. You must show each employee their score.

- 5. Meet** – hold an individual meeting with each employee selected. Disclose their score to them and allow them to comment and make suggestions. Do not take a decision until after the employee has had the opportunity to comment.

- 6. Decide** – take the decision and notify each employee. Suggest alternative roles if they are available. If no alternatives are available then dismiss the employee in writing (with notice or PILON), setting out that they have been made redundant. Employees have a right of appeal.

- 7. Rights To Time Off** – employees on notice of redundancy have further rights including right to time off work to find another job or training.

HOW TO DEVELOP EXECUTIVE PRESENCE

Executive presence – the opposite of the person that is in the room, but you didn't notice them come in; the one that sits in the corner and if and when they speak, they do so quietly and somewhat apologetically. Does this sound a little bit like you or a colleague? Having an executive presence is all about improving your self-esteem and confidence. Easier said than done, right?

So here are five practical top tips to work on:

1. Practise high status body language

People with gravitas hold themselves in a certain way. Think of a Jester and what type of body language he is displaying (asymmetrical, fast, distracting) compared to a King's (straight, slow and engaging).

Next, think about your body language in meetings and presentations. Are you slouching in your seat or do you avoid standing up to speak? Do you click pen lids or have other 'Jester-like' distracting habits? Instead, sit up straight, be calm and still, whilst maintaining a connection with those around you. If you need to stand up to speak, then dial up the King in you and dial down the Jester.

2. Change how you speak

The way you talk contributes to the overall impression of gravitas. Those with low presence speak infrequently, quietly and in a manner that invites the listener to question what they are saying. Unconsciously, they might be finishing their sentences with an upward intonation (as you would for a question). This gives the perception of low executive presence because they use questions too much and this uncertain tonality for more than just questions. Even their statements and recommendations sound weak and uncertain, as if they are questioning themselves. This leads to the listener doubting what's being said.

Those with executive presence speak clearly, at a good volume and with a commanding tonality just like a King. In my best-selling book "High Performance Presentations" I talk about using a Command Tonality (which goes down at the end of a sentence), meaning that people take them and their recommendations seriously.

3. Deliver strategic communications

It's not just how you say things, but the content of what you are saying that matters. Plenty of people in the boardroom are talking about low level, detailed problems and not considering the bigger picture. Think strategically about how the wider business is impacted and not just you or your team. Adapt your communications and recommendations accordingly and always be prepared to answer these bigger picture questions during presentations to senior executives.

4. Adapt to personality styles

There are four key personality styles; Results, Sociable, Caring and Information. Depending on your type of business it is likely the board is made up of one or two dominant types. Observe the executives around you and adapt to ensure you communicate with them in the manner in which they understand and resonate most with. In our personality styles e-learning programme, I talk about how to communicate with each of the styles on the phone, by email and in face to face meetings. For example, 'Results' style people like short and snappy communications with no room for 'all that fluff'. 'Fluff' for them meaning no need to say "Hi Dee, how was your meeting on X? I wonder, if you get time, would you mind completing the". Other styles have other preferences of course and it's good to know what to do and with whom to get maximum impact.

5. Gain a positive mindset

How you see yourself in your own mind is often how others see you. If you aren't confident and self-assured, you might be good at hiding it, but sometimes the mask will slip. That's where training would come in useful, especially in a presentation environment, to help you gain a more positive frame of mind. You'll then find it easier to increase your executive presence.



ACCOUNTABILITY IN THE WORKPLACE – A LOST CAUSE OR A REAL OPPORTUNITY?



There's a broken thermostat in your boardroom; you've come across a new and cheaper option for video conferencing; a small accident hasn't been logged in the accident book because it's home time and nobody cares; and a colleague in your team seems to take a sickie on days of International Cricket Matches.....so if you are Jane Doe in a junior role in accounts, what should you report and who to?

Large numbers of UK corporations consider personal accountability a key competency when recruiting and managing their staff. But which of us is accountable and who really knows what is expected of us when our employers say they expect us to be accountable? Likewise, do employers really know what they are looking for and expecting? I suspect few have really thought it through.

What is accountability?

In a nutshell, accountability in the workplace is about being accountable for our actions. Our actions that aim to deliver what is expected of us - as set out in our job specification, given to us by our manager or as set out in the company strategy or value statements.

Can you account for what you have achieved so far today? I.e. can you explain what you have done and why you have done it and how what you have done relates to the tasks and responsibilities assigned to you? Perhaps you can account for two hours of your time this morning, but not necessarily for the third hour when you lost sight of what needed to be done and allowed yourself to be distracted by a friend?

Let me expand a bit...

If you are accountable you know it's (whatever 'it' is) on your shoulders and you know and accept what's expected of you to deliver. And if ever you are unclear on exactly what is expected of you, you have taken the time to ask the necessary questions to get clarity.

Adding in a bit of complexity...

However, most businesses consider accountability to be much more than just doing what your job specification says or what your manager asks of you. Most businesses take the view that accountability

includes a requirement to take ownership and responsibility. By this, I mean go above and beyond in order to identify and respond to what needs to be done in order to serve the business or organisation as a whole.

If this is true of your business, do your staff know that this is your perception of accountability?

Peripheral vision

A great way to look at this aspect of accountability is to talk about peripheral vision. We are usually clear about the tasks and responsibilities that have been given to us, but peripheral vision when going about our work will help us see what else we can or should be accountable for if we are to support the wider organisation.

Whether it's the enormous box blocking the fire exit that it's tempting to just walk past, the blocked toilet that you think the facilities manager must already know about, where productivity is being impacted as a result of someone's sickie's or endless smoking breaks - if you know about it, you are partly accountable.

To be fully accountable, you don't just turn up to do your job, but be aware of and responsive to the wider needs and goals of your organisation.

In this situation you know that it is your responsibility to flag up the cheaper video conferencing system, to let the right person know that the thermostat is broken or to inform your manager that someone's sickness is not genuine.

The elephant in the room

The harsh reality and elephant in the room is that the repercussions of holding others to account are behind the reason so few managers and employees feel comfortable with a culture of accountability.

Whether it's a manager holding one of their team to account or an employee holding a colleague to account, a blame culture can breed. Either the manager was unsupportive or failed to clarify responsibilities or the colleague is suddenly discriminating or whistleblowing.

So where does that leave us? Despite accountability being a critical value in organisations - as without everyone's combined and sustained effort, the jobs we all have to do and the goals we strive for are made so much harder to achieve - directors and senior teams need to take more time to put processes in place to ensure such a culture can be delivered.

For accountability to be a really successful part of your culture, you have got to work through how people are held to account and how those people being held to account are supported going forwards.

Accountability in a culture of respect.....

There is a world of difference between being yelled at and humiliated in front of colleagues and having a respectful discussion in private, especially for those not used to criticism or failure.

By all means, let's hold people to account, but let's also support them to become more resilient and able to deal with criticism or failure in a mature and positive way. It can be done - just takes a bit more effort!

Managers and those who hold others to account also deserve the same respect. It is not an easy job maintaining standards and those who support this should be praised and thanked, not left to face the wrath of those they have made feel uncomfortable or criticised.

WHY EXPERIENCE AND SPECIALIST KNOWLEDGE COUNTS IN RECRUITMENT

When you're looking to fill a job vacancy or expand your team using the expertise of a recruitment agency, it's important that you take the time to find a reputable provider.

While the industry you operate in may not seem particularly out of the ordinary to you, many generalist recruitment agencies could struggle to match the ideal candidate to a role, especially in niche sectors.

That's why our recruitment consultants at Bond Williams are specialists in specific industries.

Human Resources

Our HR consultants know that HR executives are more senior to HR managers and also make it their business to keep up to date with employment law and understand current and topical challenges for HR professionals.

Accounting & Finance

Our Accounting & Finance team 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.

IT & Software Solutions

The IT & Software Solutions team can definitely speak your code too. 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.

Engineering, Science & Space

The specialist Engineering, Science and Space team understand that electrical engineering is not the same as electronic engineering and that there are over 50 different kinds of scientists.

Office & Commercial

And although you might wonder what is difficult about filling sales, marketing, customer service and administration roles for example, our Office & Commercial team have a knack for sourcing candidates with both the skills and right personality for a range of businesses and industries.

Across all of our specialist divisions, our recruitment consultants not only have a deep understanding of the practical skills, experience and knowledge needed to fulfil your role requirements, but also a detailed insight into the pool of candidates available in the market and their expectations.

Rather than simply carry out keyword match searches to find prospective candidates, our specialist recruitment consultants will unpick your job specifications, any technical jargon and qualifications to carry out a targeted marketing and shortlisting approach.

This may include altering the job title to attract the right talent and advertising on niche platforms. From their experience dealing with hundreds of candidates, they will also be able to advise which candidates have easily transferable skills in instances where there isn't specific industry background or skills shortages.

By partnering with a specialist recruitment agency for your industry or sector, you can speed up the entire recruitment process and avoid being recommended unsuitable candidates.



Author: Helen Jamieson, Managing Director, Jaluch
www.jaluch.co.uk | helen@jaluch.co.uk

Helen has been running her own HR and training business for more than 20 years and specialises in Diversity and Inclusion education for employers.





HAVE YOU GOT A CULTURE CLUB IN YOUR COMPANY?

A rich tapestry of people can create inspiring, productive environments, and the importance of cultural diversity in the workplace can never be underestimated, especially as there are fewer geographical borders when it comes to trade, audience and recruitment.

The creative power of eclectic minds

Bringing together employees with different backgrounds ensures fresh ways of thinking, new solutions and insightful balance, as different cultures often have different yet positive perspectives. Diverse teams will also problem solve and innovate to a company's advantage – if you need more encouragement to cast your recruitment net as widely as possible, Forbes has a particularly detailed article on how cultural diversity brings creative power to the workplace.

Outward projections can help inbound recruitment

As well as increased creativity, a culturally diverse workplace has other benefits, including attracting and retaining talent. According to CBRE, Millennials are projected to make up roughly 75% of the workplace by 2025, so creating companies this group want to work for is crucial for future recruitment.

What Millennials want from a job shows a shift away from traditional pay and prospects. Speaking to Bloomberg, Lawrence Loh, director of the Centre for Governance, Institutions and Organisations at the National University of Singapore's Business School, said the "issue of inclusiveness is already now hard-coded into Millennials," therefore employers should display their multicultural and cosmopolitan approach, with an inclusive ethos running through every branded touch point – be that company literature, advertising, its website and even social media posts.

Cultural diversity is also an attraction that goes behind the hiring phase. The Deloitte Millennial Survey 2018 revealed that diversity, inclusion and flexibility are key in keeping Millennials loyal to a company.

Take it from the top

The Deloitte survey also touched on how a company's hierarchy can help it appeal to younger employees for whom cultural diversity is important. The report noted: "Although attracting and retaining

Millennials and Generation Z respondents begins with financial rewards and workplace culture; it is enhanced when businesses and their senior management teams are diverse". Leading by example is a clear way for businesses to outwardly show it places value on a diverse workforce, with a zest for multiculturalism reflected at the most senior levels.

A global business needs a global workforce

The internet has revolutionised how businesses market their services or goods and with very few logistical barriers, almost every company has the potential to go global. A culturally diverse workforce puts companies in the strongest position to expand into new overseas territories, with staff who already speak other languages and who possess knowledge of other customs giving businesses a competitive edge.

Take the work to the talent

While building a multicultural team in the past may have involved a smaller talent pool or recruiting from overseas, today's technological advances mean a business can be truly global from just one location. The trend for 'decentralisation' – where a business has workers spread across the world rather than under one roof – is achievable thanks to cloud computing, real-time project tracking software and video calling. This lifts recruitment restrictions and opens the door to a genuine culturally diverse professional environment.

Placing the perfect job advert

Advertising vacancies with cultural diversity in mind is a delicate balance and it can be easy to stray into the minefield that is positive discrimination. It is unlawful to show a preference for candidates with a certain racial, cultural or religious background, even if you are trying to re-address the multicultural mix of your company. Employers need to refrain from requesting CVs exclusively from a certain group or ethnicity as it may lead to unintentional discrimination against some applicants.

This approach should also be carried through to the interview stage, with interviewers maintaining the stance that the role should be filled by the most competent candidate, regardless of their background.

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