

**Managing your People, More Pain or Greater  
Opportunity?  
Developing Flexible Working Practices**

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## Agenda today:

- **Context of the changing workplace**
- **New law and developing trends**
- **Attracting & retaining talent**
- **The need for leadership**
- **Making it happen**

## The Workplace

**30 years ago the workplace was very different from today:**

- **Not just the number of female employees but their roles**
- **The ethnic background of our workforce**
- **Many different religions and faiths now represented**
- **Changes in the areas of disability**
- **Greater tolerance to different lifestyles**
- **The question of universal retirement ages of 65 or never!**

## Trends – obvious & hidden

- **More law**
- **The Green Stuff**
- **Diversity**
- **Immigration**
- **Young people, new expectations**
- **Managing flexibility in the workforce**
- **Adapting to social changes**
- **Creating new attitudes and behaviours**
- **Developing business through diversity**

## Questions:-

SB1

- How to maximise the benefits of this diversity
- How to recruit, induct and manage in this new world
- How this impacts on your client's business and reputation
- How to stay within the law.

## Slide 5

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SB1

Hi David

I wonder if slides 2 - 5 can be consolidated into one - I really want the agenda to focus on Flexible working, issues/impacts from an HR perspective and some really good advice on any recent legislation amends/anything worth looking out for etc

I also want to check that you know each speaker has maximum 25 minutes to cover their area - is 25 slides going to be too ambitious? Thank you, Shajna

Shajna Boksh, 04/11/2008

## Overview Key Employment Legislation

**SB2**

- **Employment Acts**
- **Equal Pay Act (1970)**
- **Sex Discrimination Act (1975)**
- **Race relations Act (1976)**
- **TUPE Regulations (1981)**
- **Disability Discrimination Act (1995)**
- **Pensions Act (1995)**
- **Working Time Directives (1998)**
- **Data protection Act (1998)**
- **The Public Interest Disclosure Act (1998)**
- **National Minimum Wage Act (1998)**
- **Maternity and Parental Leave Regulations (1999)**
- **Sex Discrimination (Gender Reassignment ) Regulations (1999)**
- **Part-time Workers Regulations (2000)**
- **Flexible Working Regulations (2002)**
- **Employment Equality (Religion or Belief) Regulations (2003)**
- **Employment Equality (Sexual Orientation) Regulations (2003)**
- **The Employment Equality (Age) Regulations (2006)**
- **Work and Families Act (2006)**
- **Employment Act (2008)**

## Slide 6

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**SB2**

David, I see there is a lot of key legislation in this slide - is there any chance of drilling down into a key handful which you think really need some attention for example - any new/impending amends that businesses should be aware of?

Shahjna Boksh, 04/11/2008

## Some other legal considerations

- **Employees & convictions**
- **Equal pay**
- **Fixed-term contracts**
- **Foreign nationals**
- **National minimum wage**
- **Part timers**
- **Fatisim**
- **Disabled**
- **Young people and children**
- **Smoking in the workplace**
- **Basic Human rights**

## The New Agenda



- **Changing the direction**
- **Obsolete '95 model**
- **Managers need to raise their game**
- **Leadership and communication**
- **Culture change essential**
- **Helping UK PLC thrive**

## Work life balance

- **Aging population**
- **1 in 6 people care for a sick, disabled or elderly person. 6.8m carers. Increasing to 22% within 5 years**
- **8m people are now economically inactive**
- **More men working part time**
- **Government spending 40+% of GDP and growing  
!!!!!!**
- **Unemployment rising fast**
- **Tiger economies gaining pace or were!**

## Flexible schemes

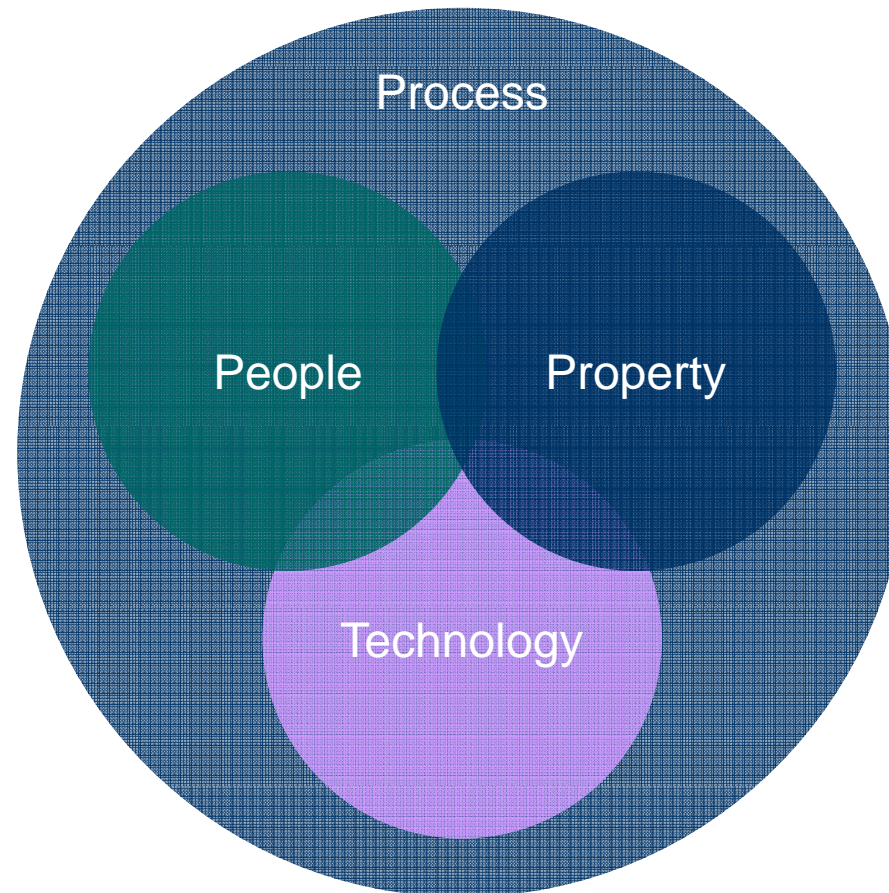
- **96% of private sector operates at least one flexible policy**
- **Home working 28%**
- **Term time working 28%**
- **Flexitime 26%**
- **Job sharing 41%**
- **Full time switching to part time 64%**
- **Staff Share secondments**

# Drivers

- **Customer focus**
  - Increasing responsiveness 24/7
- **Productivity**
  - People work when they are most productive – reducing dead time
  - Teleconference, web conference, online training etc
- **People**
  - Work-life balance
  - Employer of choice
  - Retaining skill and experience
- **Absenteeism**
  - Work around obstacles rather than be stopped by them
- **Corporate Social responsibility**
  - Reduce pollution and congestion



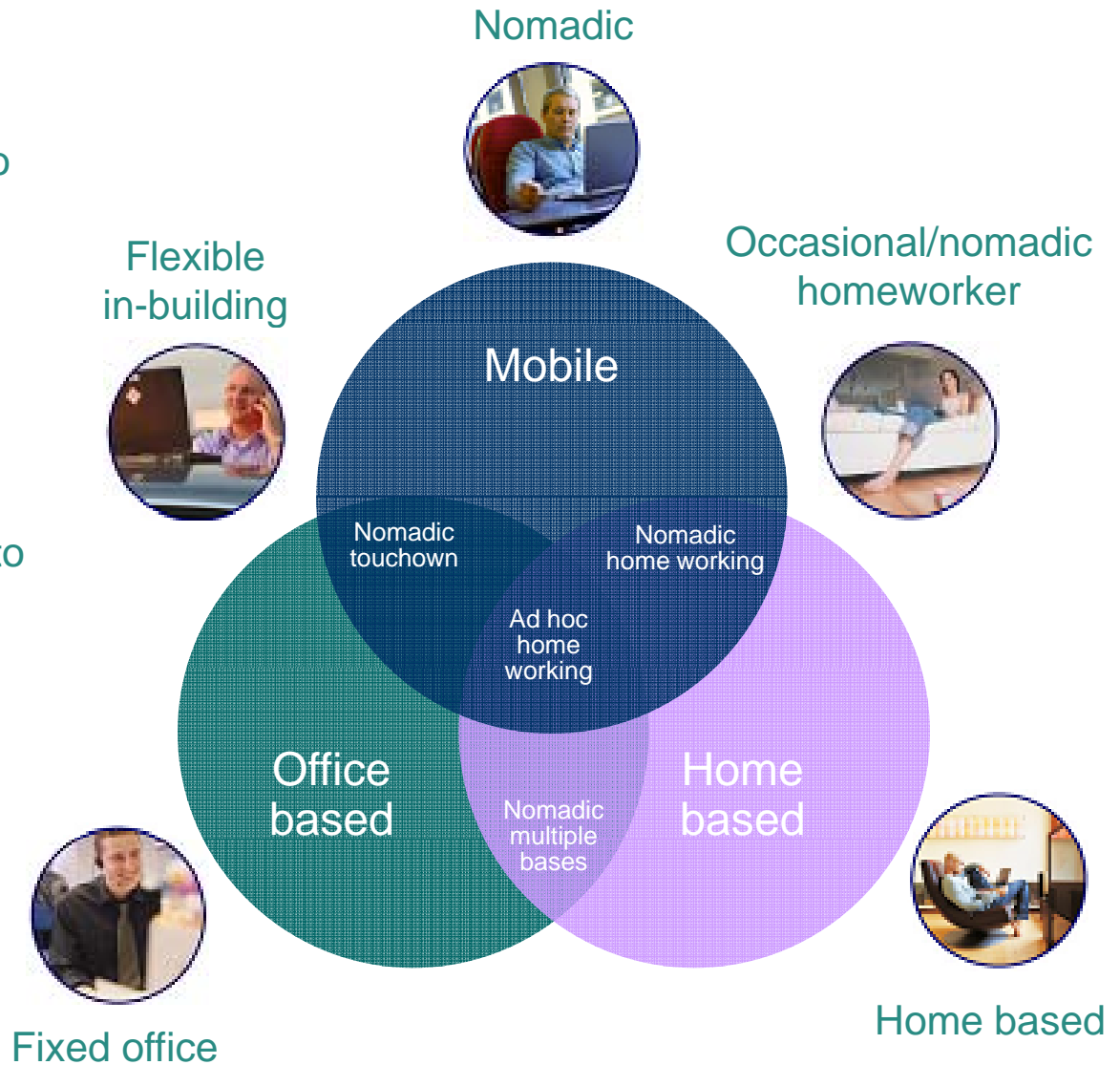
# Flexible Working and Styles of Work



Success = all are necessary but  
no one element is sufficient alone

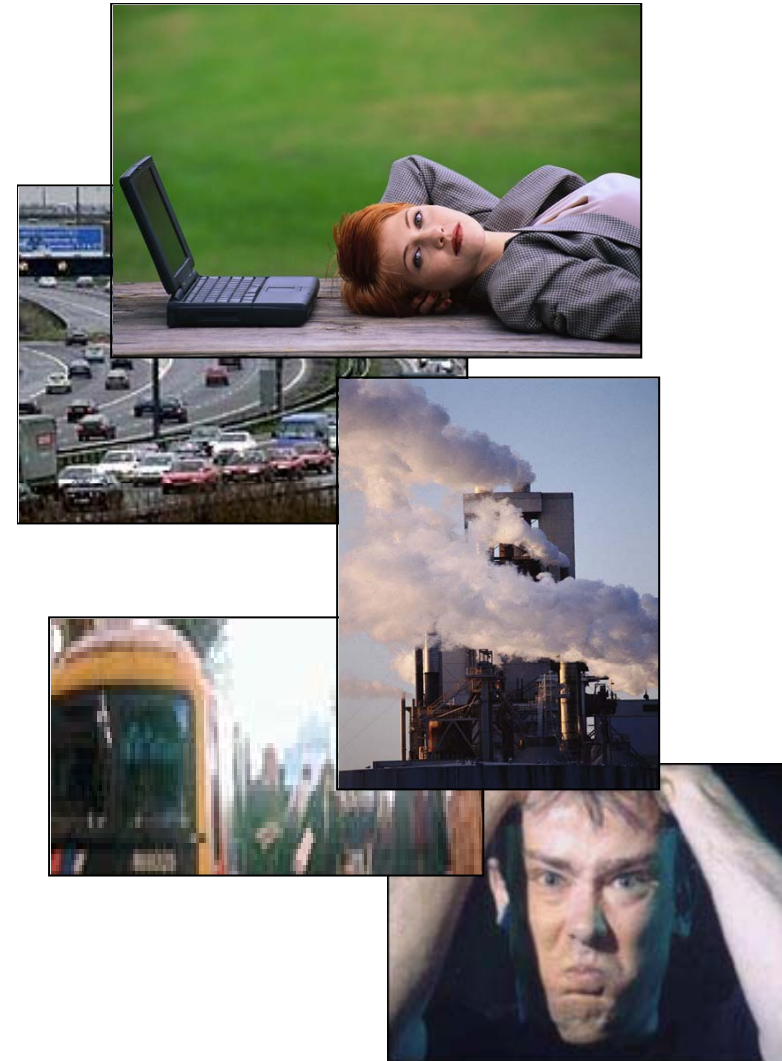
# Workstyle driven

- Empower individuals to be as flexible as their roles and personalities allow
- Segmenting based on grades, job function or location is not a route to success



## Key Focus

- **Business benefits**
- **Environment**
- **Social aspects**
- **Transport**



## Some Advantages

- **Enhanced job satisfaction**
- **Increased productivity**
- **Better utilisation of the workforce**
- **Less stressed people**
- **Reduced turnover**
- **Wider recruitment pool**
- **Better time keeping**
- **Reduced absenteeism**
- **Accommodation savings**
- **Loyalty**
- **Lower travelling costs**
- **Retention of experience**

## Property cost savings

Accommodation savings £????

- Reducing and re-focusing property costs
- Utilisation
- Cost of internal moves and shifts
- Ongoing savings on heating, IT and light (typically 30%)

Every home worker saves £6k per annum



## Making the links

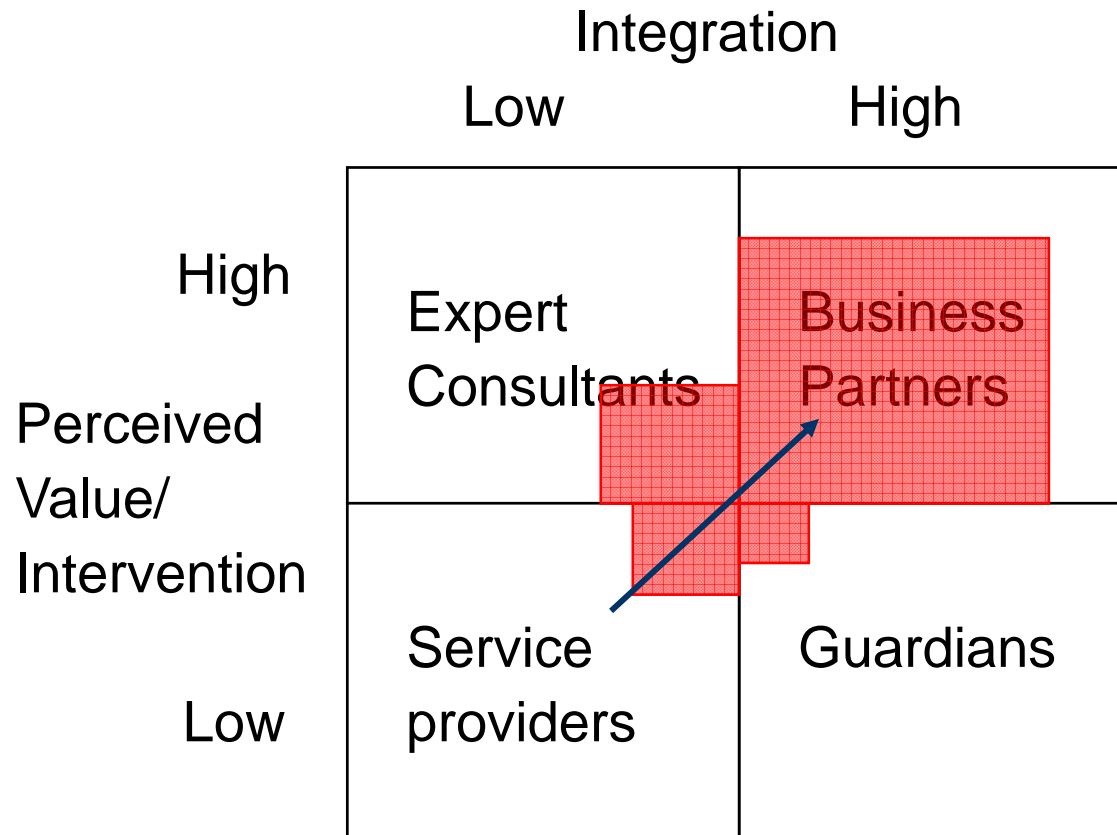
- If you have good people, hang onto them
- How do your people policies link to your business strategy?
- How do your policies reflect your culture?
- How do you get buy in for the future?
- How do you manage change?
- How do you stay ahead?
  
- The keys are:

## The Leaders creating change

- **Setting strategic direction**
- **Providing the leadership**
- **Communication to stakeholders**
- **Managing risk**
- **Managing reputation**
- **Managing value**

# HR moving to become a true Business Partner

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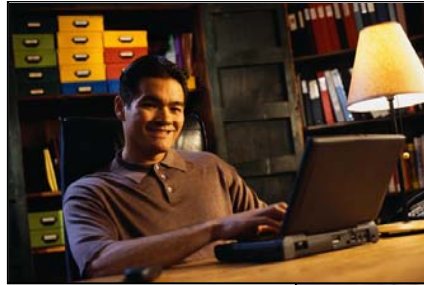
## Introducing a scheme

- **HR Strategy sets the direction**
- **Consultation employee survey**
- **Manage expectations**
- **Cultural shift**
- **Impact on clients**
- **Health and safety implications**
- **Meetings and communications**
- **Technology required**
- **Contracts**

## Some implications

- **Working Hours & Conditions – schedules and Working Time Regs, meetings**
- **Equipment – phones, maintenance**
- **Internet & email policies, security issues**
- **Insurance – personal & public liability, home cover changes**
- **Taxation allowances £3 per week! but care re telephones etc**
- **Good ref is HMRC website covers all info and new cases**

## Measuring performance



- **Clear objectives**
- **Individual performance plans**
- **Outputs not inputs**
- **Time, space & technology**
- **Trust**
- **Standards needed**

- **Fairness to all**
- **Organisational culture**
- **Attitudes and behaviours**
- **Management styles**
- **Measuring the wrong things**
- **Balance of people, process & technology**

## Considerations

- **Clear leadership and communication**
- **Up-to-date policies & practices**
- **Linking people to your business strategy**
- **HR as a strategic partner**
- **Support for managers and staff**
- **Development & training to keep the best**
- **Good project and programme management**
- **Appropriate Contracts**
- **Managing within the law**

## The way forward

- **Complex areas always changing**
- **Keep yourselves and your clients up to date**
- **Read and consult widely**
- **Create opportunities from changing laws**
- **Choose the right support partners**
- **BusinessHR website available to you**
- **Good Luck!!!**

The BusinessHR group provides help and guidance for managers and employees on all aspect of organisational development and people Management. [www.businesshr.com](http://www.businesshr.com)

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