



# “Practical simplicity”

## Newsletter

### Spring 2010

# Pet&r

Personnel, Equality, Training and Recruitment

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#### Competitiveness is Good

Gordon Gekko in Wall Street said ‘Greed is Good’ and some say this attitude was a major contributor to the current economic situations. However, some greed **is** good, the greed to succeed. To do this you need to compete with others.

Healthy competition within organisations can be great for business performance, if channelled correctly. Team orientated and competitive are not mutually exclusive.

- accept you are competitive and recognise it within your team.
- understand what drives competitiveness in your team and work with them to raise or lower their competitiveness.
- channel competitiveness to achieve required business goals and support where necessary.

This will lead to a ‘survival culture’, something particularly necessary in these challenging times.

There are number of psychometric tests which can assess how competitive people are and how they cope in a competitive environment. The MTQ48 Mental Toughness Measure can be used to determine how people deal with stress, pressure and challenge, and offer feedback to enable them to develop further.

This can be followed with a Mental Toughness Development Programme to help people understand their mental toughness and develop strategies to deal with and improve it.

For more information on how **Pet&r** can help you assess people using the MTQ48 tool as well as deliver Mental Toughness Development Programmes, please contact Lynne.

#### Workplace Harassment

In the current economic downturn, managers are under increasing pressure and can sometimes react by ‘taking it out’ on employees. A recent survey by the CIPD found that 11% of respondents had noticed an increase in bullying behaviour by managers since the downturn started.

Harassment is defined as unwanted conduct affecting the dignity of a person in the workplace. It can be persistent or an isolated event and is not necessarily face to face but can be via phone, texts or e-mail.

It causes poor morale and employee relations, de-motivation, poor performance, sickness absence and possible tribunals.

Any form of harassment or bullying is unacceptable and managers and employees need to know this, and where to go to report or get help in cases of harassment. It isn’t only limited to employee/employee harassment, there is a duty on employers to protect employees from harassment by third parties such as customers.

- ensure you have workplace policies and procedures to report and investigate cases including grievance and discipline policies.

- ensure employees are aware of these policies and their responsibilities relating to them.
- ensure employees know and understand the laws relating to discrimination and harassment, particularly in line with the new Single Equality Bill.
- establish and promote appropriate workplace behaviour and the consequences of inappropriate behaviour.
- invest in conflict resolution training to help deal internally with issues before they escalate.

**Pet&r** have helped a number of organisations develop appropriate policies and procedures relating to harassment as well as train staff in Equality & Diversity, Conflict Resolution and Bullying & Harassment. If you would like help in any of these areas please contact Lynne.

#### Forthcoming Open Courses

##### Making Meetings More Effective Thursday 25<sup>th</sup> March 2010

- In this one day course we will help people who lead meetings, and those who record what goes on in meetings, to plan more effectively, control what happens during them, and ensure that the outcomes are clearly described and achieved.

##### Coaching and Training Your Work Team

##### Tuesday 30<sup>th</sup> March 2010

- In this one day course we look at how to coach an individual and cater for different learning styles when training individuals in the workplace. Feedback techniques and methods of evaluating the effectiveness of training are also covered.

**Partners:** Peter R. Hammond, BSc (Hons), DipPM, Chartered FCIPD, FITOL and Lynne E Hammond MA  
Tel: 01642 576405 (Answerphone), 07850 678324 (Peter Mobile) 07762 940769 (Lynne Mobile)

Fax: 01642 337562 E-mail: peter@petandr.co.uk  
6 Fen Moor Close, Hemlington, Middlesbrough, TS8 9RQ

Web-site: [www.petandr.co.uk](http://www.petandr.co.uk)  
Vat Registration Number 847 4167 04



## What Do Employee Reps Do?

... asked a Sector Skills Council. (An employer-led body heading the skills and productivity drive across a specific industry). Peter went to London before xmas to help 10 new volunteer reps, and 4 senior managers develop an Employee Forum and prepare for their first meeting.

A forum enables an organisation to consult and inform its employees about business related matters. That way, when major changes are being introduced, or when strategy is being developed, the employees know what is being proposed and why; can influence plans and policy; and can help spread a consistent message throughout the workforce and reduce rumours.

If you have 50+ employees you should have arrangements for Informing and Consulting your Employees already. These might be sufficient, but if enough employees ask for one you may need to set up a forum.

The ICE Regs 2004 give workers the right to be consulted on:

- The economic situation.
- Employment prospects.
- Decisions that may change work organisation or contract terms.

The course looked at: roles and responsibilities of reps, terms and conditions of the forum; and the difference between consultation and negotiation. We discussed preparing for meetings and getting points across, as well as how reps communicate with the 'group' they represent. Finally we made sure they were familiar with the organisation's HR policies and planned the next steps that they were going to take.

Participants felt that they had a good chance to think about and reflect on what they were setting out to do, and thought that a review session after a year or so would be helpful. It also provided sufficient team building that they stayed back for a group photo!

If you would like to set up a forum or review your progress so far, please let us know.

## Coaching Course Update

Coaching for team leaders is defined as the process of enabling individuals to acquire knowledge, skills and techniques needed to perform effectively in their role by motivating, inspiring, challenging, stimulating and guiding them.

A coach must be able to recognise the needs of individuals being coached, develop appropriate coaching programmes to meet their needs and help individuals achieve their full potential.

The ILM Level 3 Award in Workplace Coaching for Team Leaders and First Line Managers has been designed to equip them with the knowledge, skills and confidence to become effective workplace coaches.

The qualification has recently been unitised to fit with the new qualification framework and **Pet&r** has added this qualification to its portfolio.

The Award consists of 3 mandatory units with a minimum of 21 Guided Learning Hours.

**Understanding good practice in workplace coaching.** – roles, responsibilities, characteristics and behaviours of effective workplace coaches, assessing learning styles and interpersonal communication strategies.

**Organising workplace coaching** – identifying resources to support coaching, monitoring, assessing and recording learner's progress towards goals.

**Undertaking supervised coaching within the workplace** – planning and organising coaching sessions, putting coaching into practice and monitoring and reviewing performance.

At the end of each unit there is a work based assessment which needs to be successfully completed to gain the Award.

Successful candidates can then progress to the full Certificate by completing an extended period of supervised coaching in the workplace.

For more information on this Award, please contact Lynne.

## Occupational Health Advice Line

The Department of Works and Pensions has recently launched a pilot scheme for free occupational health service which will run till 31<sup>st</sup> March 2011.

The aim is to provide small businesses, including micro businesses, with early and easy access to professional advice which is tailored to their needs relating to employees occupational health and well-being.

Qualified occupational health nurses will be taking the calls during office hours and the service is free and confidential.

For more information go to [www.health4work.nhs.uk](http://www.health4work.nhs.uk).

The Advice line number is 0800 0 77 88 44

## Courses and Services

HR Consultancy, Research, Advice & Guidance; Recruitment and Selection Testing; Policy & Strategy Development; Management Coaching & Mentoring; IIP Support & Corporate Action Planning.

Leadership, Management, & Supervisory Development; Customer Care & Interpersonal Skills; Equality & Diversity Training; Conflict Resolution, Harassment & Bullying.

Work Team Health Checks and Repair Clinics, Recruitment Training, Interviewing and Selection Testing, Mental Toughness Assessment.

Public Consultation, Social Research, & Event Management. Sustainable Development and Sustainable Lifestyle Training, Volunteer Development, Retained Advisory Service.

***For a practical, focused and cost effective approach to a wide range of HR issues leading to real and sustainable change in workplace culture.***

***If you would like to know more about our work, please visit the web-site or contact Lynne at [lynne@petandr.co.uk](mailto:lynne@petandr.co.uk).***