

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

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October 2008

Agenda today:

- **Context of the changing workplace**
- **New and developing trends**
- **Linking Business Strategy to HR Strategy**
- **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**
- **Managing with social Changes**
- **Creating new attitudes and behaviours**
- **Developing business through diversity**

Questions:-

- **How to maximise the benefit of this diversity of talent**
- **How to recruit, induct and manage in this new world**
- **To understand how this impacts on your clients business and reputation**
- **How to stay within the law.**

Overview Key Employment Legislation

- 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)

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 9-5 model**
- **Managers need to raise game**
- **Leadership and communication**
- **Culture change essential**
- **Helping UK PLC thrive**

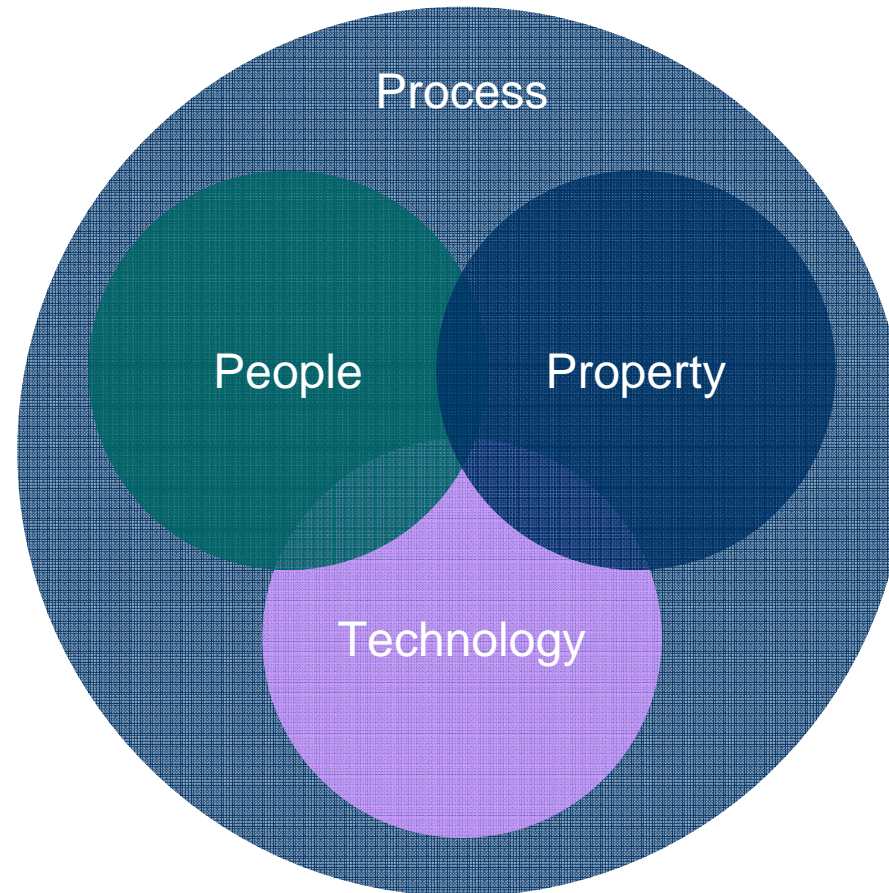
Work life balance

- **Aging population**
- **1 in 6 people care for a sick , disabled or elderly person 6.8m carers. Increasing to 22% within 5 years**
- **Economically inactive now 8m people**
- **More men working part time**
- **Government spending 46% 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%**

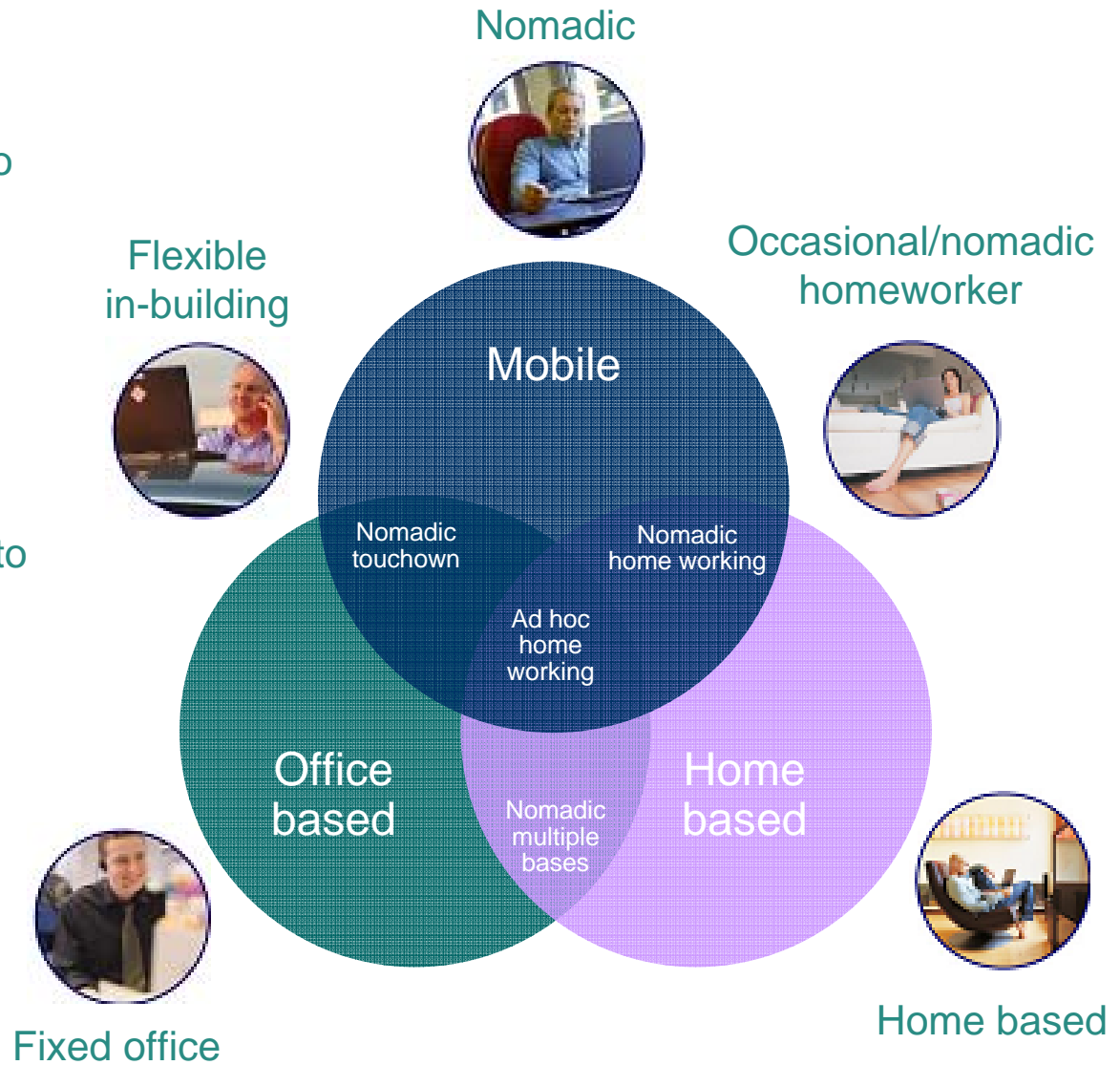
Flexible Working and Styles of Work



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

Workstyle driven

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



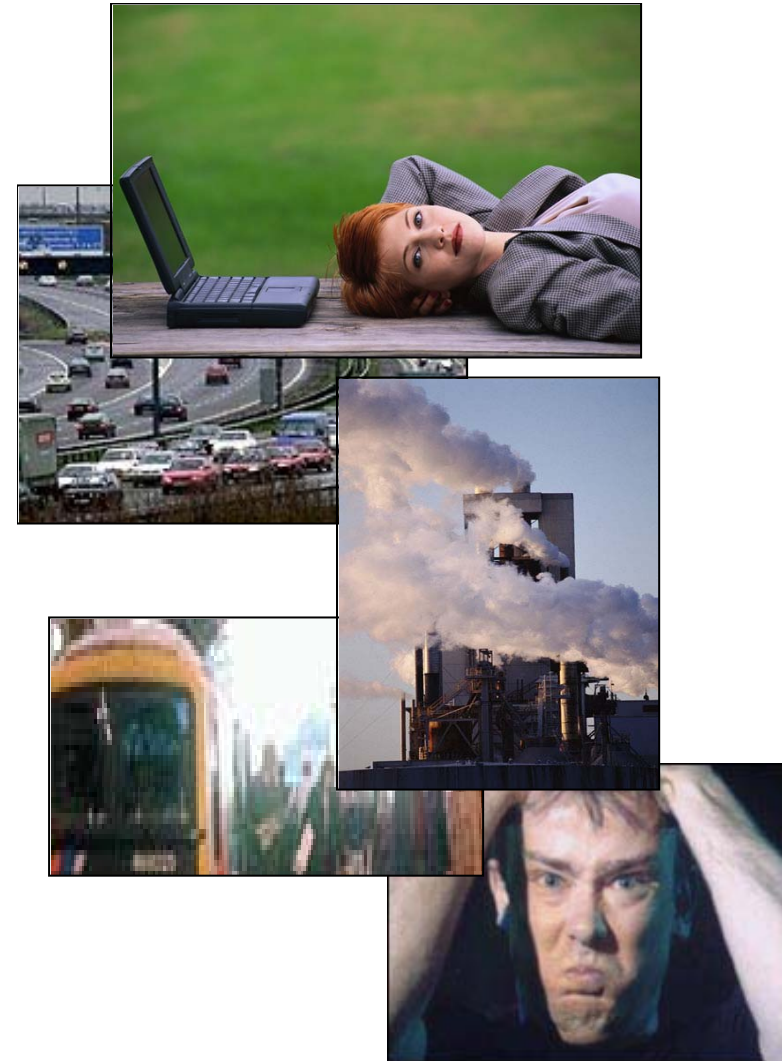
Drivers

- **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



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

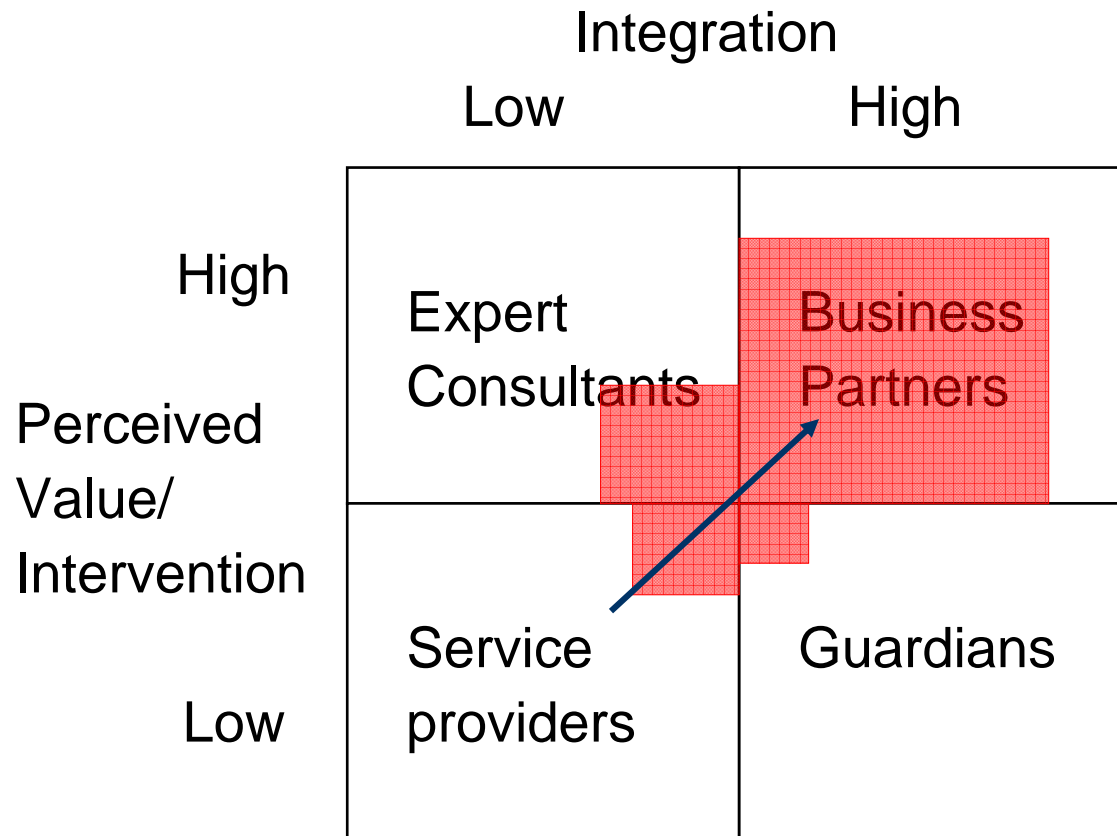
- If you have good people hang onto them
- How do your people policies link to your business strategy
- How do your policies reflect your culture
- How do you get buy in for the future
- How do you manage change
- How do you stay ahead

- The Keys are:

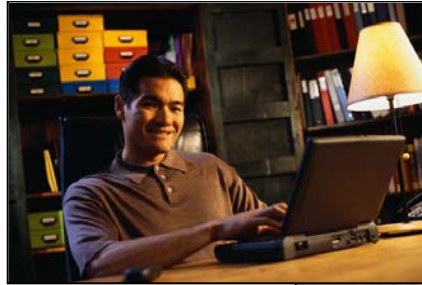
The Leaders creating change

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

HR moving to become a true Business Partner



Measuring performance



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

Pitfalls

- **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**
- **www.businesshr.net**
- **Good Luck!!!**

The BusinessHR group provides help and guidance for managers and employees on all aspect of organisational development and people Management.

Questions

