Building Skills – People Management

Phase 4: Employment Law

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Building Skills – People Management

Phase 1: Introduction & Effective communication

- To understand the impact and importance of your roles as line managers
- To recognise different communication methods and when best apply them
- To be able to approach difficult conversations with more confidence through planning and preparation

Phase 2: Absence Management & Employee Wellbeing

- To understand different types of absence
- To know how to manage absence and returning to work effectively
- To understand how to effectively support the team wellbeing, with signposting and other support mechanisms.

Phase 3: Performance Management

- To have the understanding and tools to successfully manage your teams performance
- To know how to recognise and manage poor performance
- To be able to recognise the difference between poor performance and misconduct
- To be prepared when managing matters of misconduct

Phase 4: Employment Relationship: Employment Law

- To be more aware of the aspects of Employment Law that are important to a line manager and the employment relationship
- To understand the role managers have towards reducing the likelihood of bullying and harassment
- To know how to deal with any complaints that may arise

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- The legal framework – common law vs statutory rights vs contractual rights
- The employment contract – express and implied terms
- Unfair Treatment - Introduction to discrimination
- Dismissals (Wrongful, Constructive, Unfair)
- Managing grievance – procedural steps

What information do line managers communicate?

- Corporate Aims
- Vision, mission and values
- HR policies and procedures
- Role expectations
- Organisational or team changes
- Team goals and objectives
- Feedback on performance

Living our values

Changing lives by building affordable, quality homes – where they are needed, for the people who need them the most.

Passionate

We will...

- Live our Vision, Mission and Values in all that we do
- Motivate and inspire others to make a difference
- Build quality homes and deliver an excellent customer experience
- Continuously look for ways to improve the way we do things
- Recognise the importance of what we do day-to-day
- Lead and work with enthusiasm and positivity

We will not...

- Have an insensitive approach and communication style
- Ignore the opinions and feelings of others
- Accept second best
- Use aggression as an excuse for being passionate
- Put our individual agendas ahead of doing the right thing

Collaborative

We will...

- Work together as One Team – always
- Share goals, learning and ideas: Together Everyone Achieves More
- Encourage everyone to have a voice and listen to different opinions
- Promote an empowering culture, where decision making is open
- Celebrate success and take time to say 'thank you'
- Coach and mentor our colleagues

We will not...

- Work in silos or withhold relevant information
- Deliberately exclude others or their thoughts and ideas
- Assume that 'one size fits all'

Respectful

We will...

- Put Safety First Always: HomeSafe, everyone every day
- Treat others as we would expect to be treated and to be professional and courteous
- Embrace diversity and appreciate that everyone counts
- Promote a positive work-life balance and a culture of being kind to ourselves and others
- Treat people fairly by showing compassion, empathy and understanding
- Protect the environment

We will not...

- Act inappropriately, unethically or illegally
- Focus on quantity at the expense of quality
- Accept gossip or banter as a way of communicating
- Be dishonest or disrespectful
- Take unnecessary short cuts to gain a quick result

The Legal Framework

1

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Unfair Treatment

2

Introduction to Discrimination

2.1

Discrimination

Discrimination is when someone is treated unfairly for any of these reasons:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and Maternity
- Race (inc colour, nationality, ethnic and national origin)
- Religion or belief
- Sex
- Sexual orientation

These are called 'protected characteristics' under the law (the Equality Act 2010). Discrimination based on any of these protected characteristics is usually against the law.

It is against the law to treat someone less favourably than someone else because of a personal characteristic.

(Recruitment, Promotion, training opportunities etc)

- No qualification period necessary to bring discrimination claim
- No ceiling on compensation

Bullying and Harassment

This section focuses on what managers should do to reduce the likelihood of bullying and harassment and deal with any complaints that may arise

2.2

What is Bullying and Harassment?

Dismissals

(Wrongful, Unfair and Constructive)

3

What is dismissal?

Dismissal of an employee occurs when:

- The employer terminates the contract, either with or without giving notice, or
- A fixed term contract end and is not renewed, or
- The employee leaves, with or without notice, in circumstances in which they are entitled to do so because of the employer's conduct.

Some of the most common reasons for dismissal are misconduct, inability to do the job and redundancy.

What is Unfair Dismissal?

Managing Grievance

4

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Grievances

Employee Handbook: Schedule 11 Grievance policy

Grievances are concerns, problems or complaints that employees raise with their employers.
- A raised grievance is an opportunity to resolve a workplace problem

Issues that could cause grievances may include;

- Terms and conditions of employment;
- Health & Safety;
- Work relations;
- Bullying & harassment;
- New working practices;
- Working environment;
- Organisational change; and
- discrimination

General principles of managing grievances

Deal with grievances:

- Promptly
- Fairly; and
- In a consistent manner

Dealing with grievances:

- **Positive attitude** may facilitate satisfactory resolution.
- **Negative attitude** likely to alienate employee and aggravate situation.

What qualities or skills might a manager need to handle grievances effectively?

Summary – Phase 4 – Employment Law

- The legal framework – common law vs statutory rights vs contractual rights
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We are passionate

We are collaborative

We are respectful

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Congratulations, you've completed Phase 4, Employment Law, of Building Skills – People Management