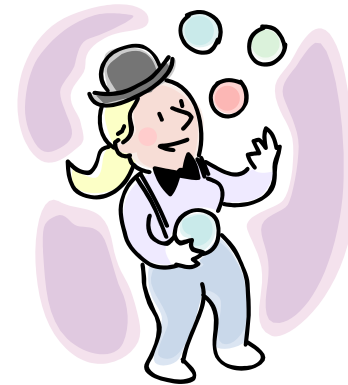


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# HR: Getting it Right / Getting it Wrong

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# What is HR?

<b>Resourcing</b>	<b>Relations</b>	<b>Development</b>	<b>Reward</b>	<b>Misc</b>
Job descriptions	Terms and conditions	Training courses	Salary	HR Audit
Person specifications	Policies & procedures	Mentoring programmes	Bonuses	Mediation
Advertising	Employment law	Induction	Benefits	HR systems
Screening	Employee life cycle	Performance management	Pensions	Payroll
Interviewing	Disciplinary & grievances	Personal development	Job evaluation	Health & Safety
Organisation structure	Diversity	Career development	The work environment	Data Protection
Succession planning	Terminations	E-learning	Flexible working	HR Strategy

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How many employees before HR is needed?



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# **Top 10 Tips..... .....for Getting it Right**

# Tip 1: Contract of Employment

- Legal obligation
- Mandate for the employers to manage
- Rights for employees are clarified
- Expectations are set

## Tip 2: Job Descriptions

- Clearly defined deliverables
- Recruit the right people with the right skills, experience and personality
- Performance can be reviewed against criteria

## Tip 3: Induction

- Set the tone from day 1
- Decide what the employee needs to know to make them as effective as possible as quickly as possible

## Tip 4: Probation Period

- This is your get out of jail free card
- Recommend a six month probation period
- Help and support
- Review Performance
- Terminate if not able to perform



## Tip 5: Performance Reviews

- Step out of the rat race of day to day operations
- Set objectives
- Identify training needs
- Understand future aspirations

## Tip 6: Lead by Example

- You are the boss, You set the tone
  - Attendance
  - Dress Code
  - Communication Style

## Tip 7: Health & Safety

- Joint obligations
- Documented if more than 5 employees
- Physical and mental
- Risk assessments
- Training

## Tip 8: Give and Take

- Build relationships
- Trust
- Respect
- Not necessarily friendship
- Flexibility

## Tip 9: Seek Feedback

- Don't sit in an ivory tower
- Create an open door culture
- Staff have their ears to the ground, so use them
- You are not a finished product – help staff to polish you!

## Tip 10: Communication

- Clear
- Consistent
- Document
  - Processes, policies
- Two ears and one mouth

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# Getting it wrong!



# Employment Tribunals

- Majority of successful claims against small employers in the private sector
- Unpaid wages and breach of contract most common
- Average award was £2,600



# Employment Tribunal Awards

- Unfair Dismissal
  - Basic = £13,500
  - Compensation = £74,000 or 12 months gross pay
- No Limit on claims for:
  - Health & Safety / Whistleblowing / Discrimination
- Breach of Contract - £25,000

# Sample Awards

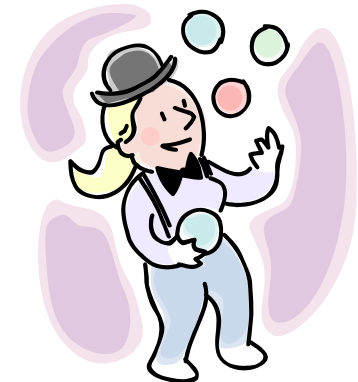
	Maximum	Median	Average
Unfair Dismissal	£236,147	£4,832	£10,127
Race Discrimination	£65,172	£4,831	£8,945
Sex Discrimination	£318,630	£5,900	£10,552
Disability Discrimination	£387,472	£7,536	£16,320
Religious Discrimination	£24,004	£4,759	£6,137
Sexual Orientation Discrimination	£28,251	£6,319	£10,757
Age Discrimination	£72,500	£4,499	£8,079

# Summary of Top Tips

Contract of Employment	Lead by Example
Job Descriptions	Health & Safety
Induction	Give and Take
Probation Period	Seek Feedback
Performance Review	Communication

“HR is nothing without a business, but a business may turn to nothing without HR”

Donna Obstfeld, DOHR



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