



# Kingston VCSE HR Training Programme - Module 2

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# Our programme

Module 1

Module 2

Module 3

Module 4

HR and  
Employment  
Law Essentials

Recruitment,  
onboarding,  
culture and  
wellbeing

Performance  
management  
and difficult  
conversations

Policies,  
procedures, HR  
systems and  
problem solving

# The session today

- ▶ **Purpose:** To deliver a workshop giving an overview of the best practice in relation to recruitment, onboarding, culture and wellbeing
- ▶ **Process:** To deliver an interactive workshop with time for discussion and self-reflection
- ▶ **Payoff:** A cohort of delegates with an increased awareness of these areas and some tips for how to manage these

# Reflection



What was useful?



What did you use?

# CIPD research – 5 behavioural areas

Being open, fair  
and consistent

Handling  
conflict and  
problems

Providing  
knowledge,  
clarity and  
guidance

Building and  
sustaining  
relationships

Supporting  
development

Anything specific  
you want to  
cover today?

Any specific  
questions/issues?

# Recruitment and selection

- ▶ The job description
  - ▶ what is the vacancy?
  - ▶ what do you want the role to do?
  - ▶ is it an opportunity to redefine/redesign the role?
  - ▶ what skills and expertise do you want?
- ▶ Get sign off including the salary
- ▶ Where and how are you going to advertise? This is working for you?
- ▶ Every vacancy is a PR opportunity!
- ▶ How do you screen and select?
- ▶ Review all applicants and reply to them all – what are your criteria?
  - ▶ What is essential v desirable?

# Recruitment and selection

- ▶ What is your process?
  - ▶ Who will interview?
  - ▶ How many stages?
  - ▶ How can we make it more reliable?
  
- ▶ Create an interview guide document – an outline of the process and the questions. Why?

# In the interview

Make them feel comfortable – you'll get a better performance, no weird questions....

- ▶ Tell them what's going to happen
- ▶ Standard questions (where is our office? RTW and reasonable adjustments.....)
- ▶ Review the CV
- ▶ Specific questions (STAR concept)
- ▶ They can ask questions at the end

# STAR question concept...aligned to the skills you need

Competency based interviewing.....

Let's do this now...

- ▶ S = situation
- ▶ T = task
- ▶ A = action
- ▶ R = result

# Recruitment and selection

- ▶ Wait for your preferred candidate to accept
- ▶ Give constructive feedback to unsuccessful candidates – you may want to hire them in the future
- ▶ Remember the PR opportunity!
- ▶ You want every candidate to want the job and work with you even if you would never hire them!

# Legal documents

- ▶ Contract of employment – must have it before they start work
- ▶ Offer letter as well
- ▶ Notice of where the handbook and policies are
- ▶ DBS check process
- ▶ Referencing process – need the candidates approval
- ▶ Must check their right to work – verbally during the interview and then physically

# Onboarding

Where have you  
worked where  
onboarding was awful?  
Why was it awful?

Where was good? Why  
was it good?

# Onboarding...what do you include?

Use an induction checklist – let's create one now

- ▶ Desk
- ▶ IT log on – systems and access
- ▶ Equipment
- ▶ Key people
- ▶ Induction presentation
  - ▶ History
  - ▶ Purpose
  - ▶ Values
- ▶ Timetable for first 2 weeks – key meetings

# Onboarding...what do you include?

- ▶ How do you do things here?
- ▶ Can they bring their own mug?
- ▶ Is tea and coffee supplied?
- ▶ What do people do for lunch?
- ▶ What are some of the quirks of working here?
- ▶ What are some of the short cuts to get things done?
- ▶ What's going to make them feel comfortable quickly – better performance!

Onboarding,  
culture and  
well being

Communication is key

1:1's are essential

Work through the job  
description

Set SMART objectives

## Before the 1:1 meeting

**Ensure that 1 to 1's are a given.** Good times, bad times, 1 to 1's will continue as planned.

**Make your expectations clear.** Make sure everybody understands what they need to do and how to do it.

**Ensure 1 to 1's have an agenda.** Share it. Or have them take charge of it.

**Explain what both parties stand to gain:** growth, regular check-ins, your support...

## During the meeting

**Always start with a check-in:** How are things? Be personal. Build trust by first sharing how you feel.

**Ask about morale:** How is your work life? How is your motivation? Can you cope with your current workload?

**Discuss the objectives:** What is planned? Where are we now?

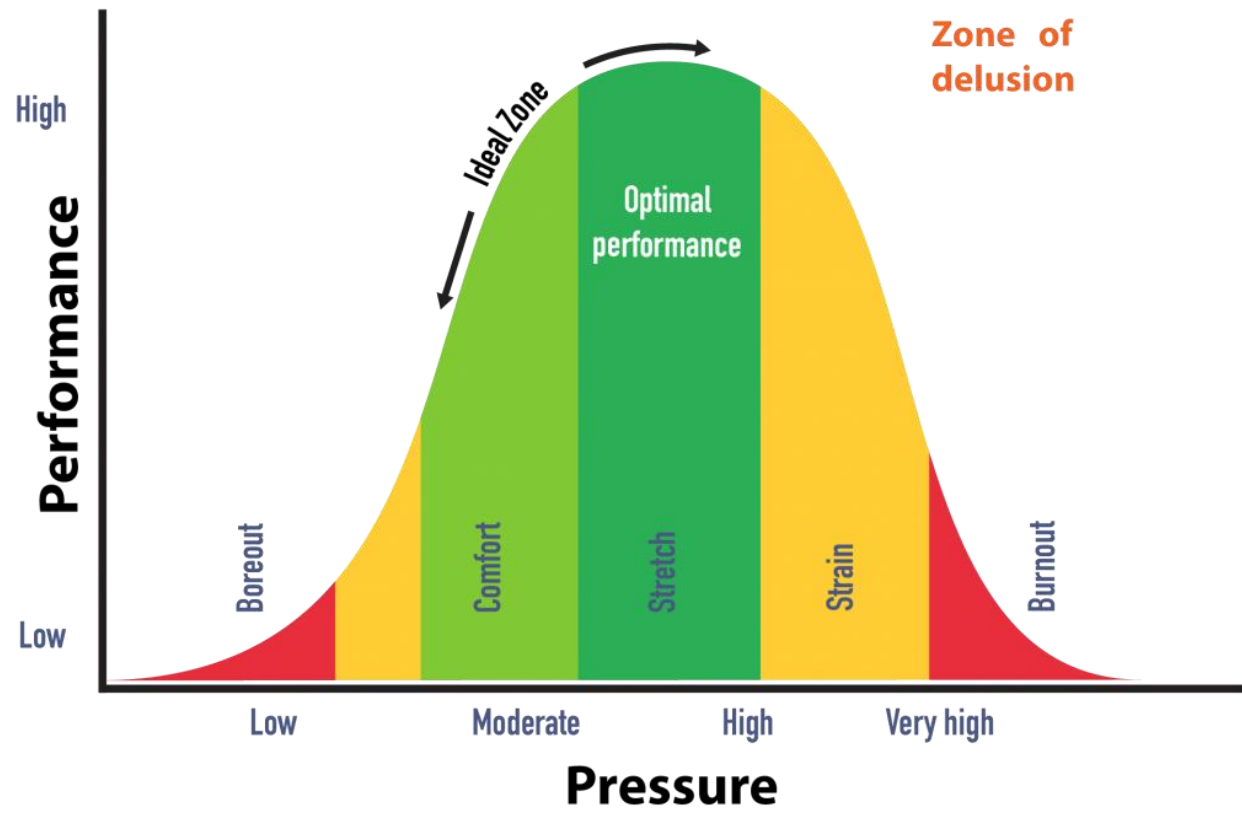
**Request roadblocks:** What is going well? Discuss challenges. Let them come up with solutions first. Commit to solving them together.

**Give feedback:** Hold your people accountable by giving feedback.

**Recognise and celebrate wins:** Be supportive and complementary.

**Ensure follow-up:** Have your people create an action list and share it with you. Review in every meeting. Also take notes yourself.

**Ask their feedback:** How can you help them? How are you doing as a manager?



Comfort,  
stretch  
and  
panic

# SMART Objectives

Create some  
SMART  
objectives  
for yourself  
and your  
team...

S

SPECIFIC

Your goal is direct,  
detailed, and meaningful.

M

MEASURABLE

Your goal is quantifiable to  
track progress or success.

A

ATTAINABLE

Your goal is realistic and you  
have the tools and/or  
resources to attain it.

R

RELEVANT

Your goal aligns with your  
company mission.

T

TIME-BASED

Your goal has a deadline.

# Why are people absent from work?

Actual physical or mental illness

An unhealthy lifestyle

The need to care for family members

Personal emotional issues

Problems in the workplace, causing avoidance or stress-related illness

Lack of understanding of sick leave policies

Low job satisfaction and disengagement, often resulting from a low level of control over work or decision-making

Low quality of life in economic, social, and physical terms

How can you identify the problem?

Talk to your employees

Regular 1:1 meetings – ask the questions and listen

Return to work interviews

No standard solution as each person and situation is different

How can you  
stop the trend  
– unnecessary  
sick days?

- ▶ Become aware of, and responsive to, subtle indications of employee unhappiness or tension
- ▶ Offer rewards for zero absenteeism – what do you think about this?
- ▶ Educate new hires about company policies
- ▶ Reducing physical stress
- ▶ Provide training for managers

What are some ways of managing genuine absence?

What behaviours should you show?

- ▶ Understand absence triggers and targets (4 occasions in 4 months)
- ▶ Hold return to work meetings
- ▶ Use fit notes effectively
- ▶ Have sensitive conversations
- ▶ Keep in regular contact with absent employees
- ▶ Show compassion
- ▶ Don't ignore or avoid the situation

# Return to work interviews

Welcome

Welcome the employee back to work

Record

Record the reason for the absence and establish whether this reason is likely to cause further absences

Give

Give the chance to express whether any issues at work contributed to the absence

Explain

Explain continued absences may lead to disciplinary proceedings (this would only be the case with staff members who take regular sick days)

## Return to work interviews

- ▶ Be prepared
- ▶ Hold them as soon as possible
- ▶ Be consistent – for everyone for everything
- ▶ Be sensitive
- ▶ Hold them in person – don't reply on email or a quick message

# Other support

HR

Employee GP

EAP

Occupational Health



## Other important points...

- ▶ Understand the issue – lateness, short term, long term, caring responsibilities?
- ▶ Monitor trends and keep records
- ▶ Correct use of ‘fit notes’
- ▶ What is the company policy on sick pay?
- ▶ Making ‘reasonable adjustments’ to work or equipment
- ▶ Be familiar with the disciplinary policy
- ▶ Apply some common sense

# Why is your behaviour important?



Affect the team's level of engagement and their wellbeing and stress



Influence your team's exposure to organisational sources of stress or wellbeing. Act as a 'gatekeeper' to their team's view of the organisation



Have a key role in identifying and tackling people management issues in their team

To support...

Health



```
graph TD; Health[Health] --> Wellbeing[Wellbeing]; Wellbeing --> Engagement[Engagement];
```

Wellbeing

Engagement

# Well-being



Promoting well-being



Reduced sickness



Reduced turnover



Higher productivity

# Mental Health

We are all different – who are we to judge?

What is your window on the world?



What size is your bag?



Poor mental  
health in the UK  
– report by  
Stribe and  
Deloitte

- ▶ Stress, depression, and anxiety cost the UK economy 16.4 million lost working days in 2025
- ▶ Mental ill health is the leading cause of long-term workplace absence in the UK
- ▶ It also accounts for 29% of short-term absences, making it a major driver of overall sickness absence
- ▶ Younger workers (18–24) are disproportionately affected, reporting the highest levels of stress and pressure
- ▶ Estimated to cost UK employers between £53 billion and £56 billion annually

Employers  
have a duty  
of care to  
their  
employees

- ▶ Asking someone how they are feeling may be enough to show support. If you notice changes in people, ask them.
- ▶ Do you provide access to Mental Health First Aiders?
- ▶ Does your organisation provide signposting for where to go for support?

## Mental Health Action Plan

What can you take  
back to your team that  
will help improve  
mental health  
awareness?



What would you like to do on Thursday?

Any more questions?



What did you like?



What did you learn?